



2015
RAPPORT ANNUEL
ANNUAL REPORT

THE
**GRADUATE
INSTITUTE
GENEVA**

INSTITUT DE HAUTES
ÉTUDES INTERNATIONALES
ET DU DÉVELOPPEMENT
GRADUATE INSTITUTE
OF INTERNATIONAL AND
DEVELOPMENT STUDIES

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Le mot du directeur

L'année 2015 a été très bonne pour l'Institut en dépit d'un environnement marqué par la dégradation des finances publiques et l'impasse des relations entre la Suisse et l'Union européenne. Cette situation enviable peut être illustrée en donnant à trois développements le relief qu'ils méritent.

Le premier est le maintien de notre capacité à mettre en œuvre des projets capables de générer des revenus qui nous permettront de poursuivre l'essor actuel. Le choix stratégique que nous avons fait de doter l'Institut, grâce à des dons de mécènes, d'une fortune immobilière produisant des revenus autonomes, tout en continuant d'accroître les revenus tirés des contrats de recherche et de la formation continue, montre toute sa pertinence dans cette période de resserrement des subventions publiques. L'obtention en 2015 d'un don considérable de la part d'une fondation privée genevoise pour la construction d'un nouveau bâtiment de logements pour les étudiants va dans cette direction et renforce notre assise pour l'avenir.

Le deuxième est la densification de notre substance intellectuelle, qui s'est marquée l'an dernier par le recrutement d'excellents étudiants du monde entier, dû notamment à une aide financière en augmentation, et l'engagement de professeurs de grande qualité. On soulignera l'attention donnée à l'équilibre des genres par l'ouverture de postes plus nombreux au rang de professeur assistant et l'utilisation de la procédure d'appel pour des femmes professeurs de haut niveau.

Dans le même esprit, l'Institut a adhéré à l'initiative des « Geneva Champions » soutenue par le directeur général de l'Office des Nations Unies à Genève (UNOG), Michael Møller, et s'est engagé à viser l'égalité des genres, en refusant par exemple d'organiser des tables rondes composées exclusivement d'hommes.

Le troisième développement marquant a été la confirmation du succès de la Maison de la paix. Sur la thématique de la paix et de la sécurité, elle est devenue, grâce à la collaboration entre ses principaux usagers – l'Institut et les trois centres soutenus par la Confédération –, un lieu dynamique de rencontre, de débat et d'action. Pour l'Institut, dont l'expertise débordait la paix et la sécurité pour embrasser les grands défis du monde contemporain (commerce, environnement, migration, santé...), la Maison de la paix est aujourd'hui un instrument puissant d'animation et d'attraction. Les acteurs internationaux apprécient sa densité d'expertise, le brassage intergénérationnel entre ses occupants et la passerelle qu'elle jette vers le monde, en particulier vers le Sud. Le doublement du nombre des manifestations qu'elle a accueillies est l'attestation d'un succès qui grandira encore dans les années à venir.

PHILIPPE BURRIN

L'INSTITUT
THE INSTITUTE



L'Institut de hautes études internationales et du développement est un établissement universitaire de recherche et d'enseignement postgrade, spécialisé dans l'étude des affaires mondiales, au croisement des relations internationales et des questions de développement.

L'Institut a été accrédité en 2009 par le gouvernement suisse et est inscrit depuis 2012 dans la législation cantonale comme l'une des hautes écoles soutenues par l'État de Genève, au même titre que l'Université de Genève.

Installé au cœur de la Genève internationale, l'Institut offre des programmes d'études disciplinaires et interdisciplinaires au niveau du master et du doctorat. Il produit une recherche à la fois fondamentale et appliquée sur les principales thématiques du monde international contemporain. Il a également pour vocation d'offrir une expertise ainsi que des programmes de formation et d'être une plateforme de débat et de dialogue à l'intention des acteurs internationaux, en particulier dans les champs d'activité suivants :

- la coopération internationale, qu'il s'agisse d'administrations nationales à rayon d'action international (ministères des affaires étrangères, du commerce, de l'économie, de la santé, banques centrales, etc.), d'organisations intergouvernementales ou encore d'organisations non gouvernementales
- les affaires internationales, notamment les entreprises multinationales, le secteur financier, les cabinets d'avocats, les sociétés de conseil et de relations publiques
- l'analyse des questions internationales, à savoir l'enseignement et la recherche universitaire, les *think tanks*, les fondations internationales, les médias, etc.

The Graduate Institute of International and Development Studies is an institution of research and higher education dedicated to the study of world affairs, with a particular emphasis on the cross-cutting fields of international relations and development issues.

The Institute was accredited in 2009 by the Swiss government and has been enshrined in cantonal legislation since 2012 as one of the institutions of higher education supported by the State of Geneva, along with the University of Geneva.

Situated in the heart of International Geneva, the Institute offers disciplinary and interdisciplinary master and PhD programmes. It produces both fundamental and applied research focusing on today's major international issues. It also provides expertise and training programmes and is a platform for debate and dialogue for international actors, in particular from the following fields:

- international cooperation, including national administrations working on international issues (ministries of foreign affairs, trade, economy, health, central banks, etc.), intergovernmental as well as non-governmental organisations
- international business, notably multinational companies, the finance sector, law firms, consulting and public relations agencies
- analysis of global issues, such as university-level teaching and research, think tanks, international foundations, the media, etc.

L'ambition et les valeurs Ambition and Values

L'Institut a pour ambition de compter parmi les meilleurs établissements académiques au monde. Il met au service de cette ambition des atouts qui lui donnent un profil distinctif :

- la réunion sous un même toit du droit international et des principales disciplines des sciences sociales (anthropologie, économie, histoire, science politique, sociologie), ce qui lui permet d'approcher les questions mondiales à partir d'angles multiples
- la densité de l'expertise produite par une centaine d'enseignants-chercheurs et 350 doctorants qui utilisent avec profit un environnement fait de maîtrise disciplinaire et de stimulation interdisciplinaire
- la localisation au cœur de la Genève internationale, l'un des principaux centres mondiaux de la gouvernance internationale
- un cosmopolitisme qui nourrit une expérience immédiate de la diversité du monde et valorise le respect de cette diversité

Dans toutes ses activités, l'Institut s'oriente sur des valeurs qui fondent sa mission. Il entend notamment :

- promouvoir la coopération internationale en proposant une réflexion novatrice sur les défis du monde contemporain
- apporter une contribution académique au développement de sociétés moins favorisées
- encourager un sentiment de responsabilité globale
- favoriser le respect de la diversité

The Institute strives to be among the best academic institutions in the world. To achieve this ambition, it uses its unique strengths:

- its combined focus on international law and the main social science disciplines (anthropology, economics, history, political science, sociology), which enables it to tackle global challenges from multiple angles
- the depth of knowledge produced by more than 100 faculty members and researchers, as well as 350 PhD candidates who benefit from the Institute's disciplinary expertise and interdisciplinary stimulation
- its location in the heart of International Geneva, one of the world's main centres of international governance
- a cosmopolitan environment reflecting the world's diversity and enhancing respect for cultural differences

In all of its activities, the Institute is guided by fundamental values at the core of its mission, which include:

- promoting international cooperation by fostering innovative thinking on today's global challenges
- providing an academic contribution to the development of less-privileged societies
- instilling global responsibility
- encouraging respect for diversity

L'expertise Expertise

Le domaine de spécialisation de l'Institut est l'étude des principaux défis globaux, internationaux et transnationaux du monde contemporain, avec un accent particulier sur le monde extra-européen.

EXPERTISE THÉMATIQUE

- Acteurs non étatiques et société civile
- Commerce et intégration économique
- Conflits, règlement des différends et construction de la paix
- Culture, identité et religion
- Droits de l'homme et droit et action humanitaires
- Environnement et ressources naturelles
- Finance et développement
- Migrations et réfugiés
- Politiques et pratiques du développement
- Santé globale

EXPERTISE TRANSVERSALE

- Genre
- Gouvernance

EXPERTISE RÉGIONALE

- Afrique du Nord et Afrique subsaharienne
- Amérique du Nord
- Amérique latine et Caraïbes
- Asie centrale, orientale, du Sud et du Sud-Est
- Europe occidentale, centrale et orientale, Russie
- Moyen-Orient

The Institute's area of specialisation is the study of today's main global challenges, international and transnational, with a particular focus on the world outside of Europe.

THEMATIC EXPERTISE

- Non-state Actors and Civil Society
- Trade and Economic Integration
- Conflict, Dispute Settlement and Peacebuilding
- Culture, Identity and Religion
- Human Rights and Humanitarian Law and Action
- Environment and Natural Resources
- Finance and Development
- Migration and Refugees
- Development Policies and Practices
- Global Health

TRANSVERSAL EXPERTISE

- Gender
- Governance

REGIONAL EXPERTISE

- North and sub-Saharan Africa
- North America
- Latin America and the Caribbean
- Central, East, South and South-East Asia
- Western, Central and Eastern Europe, Russia
- Middle East

La communauté de l'Institut The Institute's Community

Par leur travail, les collaborateurs administratifs et techniques, les professeurs et les étudiants forment une communauté qui partage les valeurs inscrites dans la Charte de l'Institut : l'excellence, l'indépendance, la responsabilité, la solidarité et la diversité. Les anciens étudiants font partie intégrante de cette communauté à travers l'attachement à leur alma mater et leurs multiples formes de sympathie et de soutien.

Administrative and technical staff, faculty and students form a community that shares the values set out in the Charter of the Institute: excellence, independence, responsibility, solidarity and diversity. Alumni also belong to this community thanks to their attachment to their alma mater and their multiple forms of appreciation and support.

LA BOURSE DE LA COMMUNAUTÉ DE L'INSTITUT

Depuis trois ans, la communauté de l'Institut se mobilise pour offrir une bourse d'études à un étudiant talentueux du Sud. Cette bourse témoigne de la solidarité du personnel administratif et enseignant, du Conseil de fondation et des professeurs retraités envers les étudiants de l'Institut.

En 2015, la bénéficiaire était **ILAY ZEHRA YESIL**, étudiante de 27 ans originaire de Turquie et en première année de master en anthropologie et sociologie du développement. Avant de venir à l'Institut, elle a obtenu un bachelor en sociologie de l'Université technique du Moyen-Orient d'Ankara.

Les précédents bénéficiaires ont été Geraldo Aki Takanami De Oliveira, d'origine brésilienne et japonaise, diplômé de l'Université de Tokyo, et Jerik Cruz, originaire des Philippines, diplômé de l'Université Ateneo de Manila.



LE CONSEIL DE FONDATION

L'Institut est une fondation de droit privé, dont le Conseil est composé de personnalités venant du monde universitaire, des organisations internationales, des médias et du secteur privé.

La stratégie du Conseil de fondation est fondée sur trois principes :

- l'amélioration continue de la qualité des prestations de l'Institut, notamment en matière d'enseignement et de recherche
- la gestion efficace et flexible des moyens
- l'augmentation et la diversification des revenus propres, qu'ils proviennent de contrats de recherche, de la formation continue, de partenariats public-privé ou de dons philanthropiques

ROLF SOIRON

PRÉSIDENT | *CHAIRMAN*

Président du Conseil d'administration de Lanza
Chairman of the Board of Directors of Lanza

BETH KRASNA

VICE-PRÉSIDENTE | *VICE-CHAIRWOMAN*

Membre du Conseil des écoles polytechniques fédérales et présidente de son comité d'audit
Member of the Board of the Swiss Federal Institutes of Technology and President of the Board's Audit Committee

JACQUES FORSTER

Ancien vice-président du Comité international de la Croix-Rouge
Former Vice-President of the International Committee of the Red Cross

ANNEMARIE HUBER-HOTZ

Présidente de la Croix-Rouge suisse et ancienne chancelière de la Confédération suisse
President of the Swiss Red Cross and former Federal Chancellor of Switzerland

JOËLLE KUNTZ

Journaliste et éditorialiste au journal *Le Temps*, Lausanne
Journalist and columnist at the Swiss daily newspaper Le Temps, Lausanne

CARLOS LOPES

Secrétaire général adjoint des Nations Unies et secrétaire exécutif de la Commission économique pour l'Afrique
UN Under-Secretary-General and Executive Secretary of the UN Economic Commission for Africa

FOUNDATION BOARD

The Institute is a private foundation whose Board is made up of prominent figures from academia, international organisations, the media and the private sector.

The Foundation Board's strategy is based on three principles:

- the continuous improvement of the quality of the Institute's services
- efficient and flexible management of resources
- an increase in and diversification of its own funding, such as research contracts, executive education income, public-private partnerships or philanthropic donations

JACQUES MARCOVITCH

Professeur de management et d'affaires internationales à l'Université de São Paulo
Professor of Management and International Affairs at the University of São Paulo

JULIA MARTON-LEFÈVRE

Ancienne directrice générale de l'Union internationale pour la conservation de la nature
Former Director-General of the International Union for the Conservation of Nature

YVES MÉNY

Président honoraire de l'Institut universitaire européen de Florence
Emeritus President of the European University Institute in Florence

ROBERT ROTH

Professeur à la Faculté de droit de l'Université de Genève
Professor of Law at the University of Geneva

ISABELLE WERENFELS

Responsable de la division de la recherche sur le Moyen-Orient et l'Afrique à l'Institut allemand des affaires internationales et de sécurité
Head of the Middle East and Africa Research Division at the German Institute for International and Security Affairs

LES DISTINGUISHED FELLOWS

L'Institut est honoré que d'éminentes personnalités qui ont joué et jouent encore un rôle important dans la vie internationale aient accepté le titre de Distinguished Fellow. En cette qualité, elles participent à la vie intellectuelle de l'Institut, l'aident de leurs conseils et de leur réseau et contribuent à son rayonnement.

Le cercle des Distinguished Fellows est placé sous le patronage de Kofi Annan, ancien secrétaire général des Nations Unies et *alumnus* de l'Institut.



RUTH DREIFUSS

Ancienne présidente de la Confédération suisse
Former President of the Swiss Confederation



FRANCIS GURRY

Directeur général de l'Organisation mondiale de la propriété intellectuelle
Director General of the World Intellectual Property Organization



RITA HAUSER

Présidente de la Fondation Hauser
President of the Hauser Foundation

DISTINGUISHED FELLOWS

The Institute is honoured that eminent personalities who have played, and still play, an important role in international life have accepted the title of Distinguished Fellow. In this capacity, they participate in the intellectual life of the Institute, offer advice and the support of their network, and help increase the Institute's influence.

The circle of Distinguished Fellows is under the patronage of Kofi Annan, former Secretary-General of the United Nations and *alumnus* of the Institute.



JAKOB KELLENBERGER

Ancien président du Comité international de la Croix-Rouge
Former President of the International Committee of the Red Cross



PASCAL LAMY

Ancien directeur général de l'Organisation mondiale du commerce
Former Director-General of the World Trade Organization



JENÖ STAEHELIN

Ancien représentant permanent de la Suisse auprès des Nations Unies à New York
Former Permanent Representative of Switzerland to the United Nations in New York



Deuxième Réunion internationale des anciens, 7 novembre 2015.

LES ANCIENS

La communauté des anciens de l'Institut compte plus de 13 000 membres, qui travaillent dans de nombreux secteurs d'activité dans plus de 100 pays. Vingt et un chapitres ont été créés par les anciens, dont les deux derniers en date sont ceux de Boston et Santiago du Chili. Ces chapitres manifestent la fierté d'appartenir à la communauté de l'Institut et de pouvoir bénéficier d'un réseau et de conseils. Ils apportent leur soutien à la promotion de l'Institut dans les régions où ils sont implantés en organisant des manifestations et en offrant un point de contact à de futurs étudiants avant leur arrivée à l'Institut.

Les anciens étudiants de l'Institut font partie de l'Association des anciens, gérée par un comité qui se caractérise par sa dimension internationale et son rôle de conseil stratégique auprès de la direction de l'Institut. Ses priorités sont de promouvoir l'Institut, d'accroître sa visibilité et de tisser un réseau de contacts professionnels dynamiques à travers l'organisation de manifestations telles que la Réunion internationale des anciens, dont la deuxième édition s'est tenue du 5 au 8 novembre 2015.

Le Comité de l'Association des anciens étudiants a été réélu en 2015 avec à sa tête une nouvelle présidente et des nouveaux membres.

ALUMNI

The Institute's Alumni Community is made up of over 13,000 members who work in numerous sectors of activity in over 100 countries. Twenty-one chapters have been established around the world, the most recent of which are in Boston and Santiago de Chile. These chapters illustrate alumni pride in belonging to the Institute's community and in being able to benefit from an advisory network. They also support the promotion of the Institute in the regions in which they operate by organising events and by providing a point of contact for future students before their arrival at the Institute.

All alumni are members of the Alumni Association, managed by an international committee that plays a strategic advisory role alongside the Institute's director. Its main priorities are to promote the Institute, increase its visibility, and foster the development of a dynamic network of professional contacts through formal and informal events, such as the International Alumni Reunion, whose second edition took place from 5 to 8 November 2015.

The Committee of the Alumni Association was re-elected in 2015 with a new chairperson and new members.

<http://graduateinstitute.ch/alumni>

Les membres du comité Committee Members



JENNIFER BLANKE (DO 2005)
PRÉSIDENTE | *CHAIRWOMAN*
Doctorat en économie internationale
Économiste en chef au World Economic Forum, Genève



JEAN-LOUIS ROBADEY (MA 1992)
Master en relations internationales
Directeur des relations extérieures de la ClimateWorks Foundation, San Francisco



PAUL MATHIEU (DO 1987)
VICE-PRÉSIDENT | *VICE-CHAIRMAN*
Doctorat en économie internationale
Conseiller au Bureau du directeur du Département monétaire et des marchés de capitaux du Fonds monétaire international (FMI), Washington, DC



BRAD RYDER (MA 2000)
Master en histoire internationale
Directeur des affaires générales de Glencore, Toronto



WALTER STRESEMANN (MA 1991)
TRÉSORIER | *TREASURER*
Master en économie internationale
Directeur général de Vistra Geneva SA, Genève



FRÉDÉRIQUE SANTERRE (DO 2004)
Doctorat en science politique
Directrice mondiale d'Access to Health chez Merck, Genève



NATALIE AFRICA (MA 1992)
Master en histoire internationale
Directrice senior du Private Sector Engagement de la Fondation des Nations Unies, New York



JASON SHELLABY (MA 2008)
Master en affaires internationales
Directeur adjoint de Village Health Works, New York



THE WASHINGTON DC ALUMNI CHAPTER FUNDS A SCHOLARSHIP

MIRKO REUL, Master candidate in International Relations/Political Science, has been awarded this year's Washington DC Alumni Chapter Scholarship.

Mr Reul gained a BA in Political Science from Goethe University, Frankfurt, and recently completed the first year of a master's degree at the American University, Washington, DC, through the prestigious Fulbright international exchange programme. He chose to study at the Institute to deepen his knowledge of intrastate conflict, security issues and international relations in general. The scholarship allows him to concentrate on his research as he prepares for a field-based PhD programme at the Institute.

Mr Reul has also studied in Cairo, and has worked for a project with the German Embassy facilitating German-Egyptian exchange on environmental issues. He has been active in a group working with religion and sport in Germany, has worked to facilitate German-American relations during his time in Washington, DC, and has received several awards for his academic achievements.

The Washington DC Alumni Chapter scholarship seeks to promote awareness of the Graduate Institute throughout the United States, and is helping the Institute to recruit gifted students. The scholarship is for a first-year PhD or Master student at the Graduate Institute, irrespective of nationality, who has previously studied at a university in the United States. It is awarded based on academic achievement, with economic need also taken into consideration, with no restrictions on the candidate's chosen field of study.

Les anciens étudiants de marque Distinguished Alumni

Organisations internationales International Organisations

- **KOFI ANNAN** (Ghana), 7th UN Secretary-General (1996–2006), Nobel Peace Prize (2001)
- **ANTHONY BANBURY** (USA), UN Assistant Secretary-General for Field Support
- **ANDREW WELLINGTON CORDIER** (1901–1975, USA), UN Under-Secretary in charge of General Assembly and Related Affairs (1946–1961), Dean of the School of International Affairs (1961–1968) and President of Columbia University (1968–1970)

- **ARTHUR E. DEWEY** (USA), UN Assistant Secretary-General and Deputy UN High Commissioner for Refugees (1986–1991), US Assistant Secretary of State for Population, Refugees and Migration (2002–2005)
- **ARTHUR DUNKEL** (1932–2005, Switzerland), Director-General of GATT (1980–1993)

- **KAMIL IDRIS** (Sudan), Director-General of the World Intellectual Property Organization (WIPO) (1997–2008)

- **OLIVIER D. LONG** (1915–2003, Switzerland), Director-General of GATT (1968–1980)

- **ROBERT-JAN SMITS** (Netherlands), Director-General, DG Research and Innovation, European Commission

- **ERIC SUY** (Belgium), UN Under-Secretary-General for Legal Affairs (1974–1983), Director-General of the European Office of the United Nations in Geneva (1983–1987)

- **ABDULQAWI AHMED YUSUF** (Somalia), Judge at the International Court of Justice

Gouvernement/Politique Government/Politics

- **YOUSSOUF BAKAYOKO** Foreign Minister of Ivory Coast (2005–2010)

- **MICHELINE CALMY-REY** Foreign Minister of Switzerland (2003–2011)

- **HENRI DE LUXEMBOURG** Grand Duke of Luxembourg

- **PHILIPP HILDEBRAND** Vice-President of BlackRock, President of the Swiss National Bank (2010–2012)

- **PATTI LONDOÑO JARAMILLO** Deputy Foreign Minister of Colombia, Vice-Minister of Multilateral Affairs (2010–2013)

- **YOICHI MASUZOE** Governor of Tokyo, Minister of Health, Labor and Welfare of Japan (2007–2009)

- **ROGER HAROLDO RODAS** Foreign Minister of Guatemala (2008–2012)

- **JEAN-PIERRE ROTH** President of the Swiss National Bank (2006–2009)

- **OMAR A. TOURAY** Secretary of State for Foreign Affairs of Gambia

- **FRANCIS WILCOX** US Assistant Secretary of State for International Organizations Affairs (1955–1961), Dean of Johns Hopkins University's School of Advanced International Studies (SAIS) (1961–1973)

Secteur académique · Academia

- **GEORGES ABI-SAAB** (Egypt), Professor of International Law at the Graduate Institute, Geneva (1963–2000)

- **SIBUSISO BENGU** (South Africa), first black Vice-Chancellor of a South African university (Fort Hare University), President of the African National Congress, Minister of Education (1994–1999) and South African Ambassador (1999–2003)

- **RÜDIGER DORNBUSCH** (1942–2002, Germany-USA), Professor of Economics at MIT

- **OSITA CHUKWUEMEKA EZE** (1940–2011, Nigeria), Professor of International Law at the University of Lagos, Director-General of the Nigerian Institute of International Affairs

- **SAUL FRIEDLÄNDER** (Israel), Professor of History at the Graduate Institute, Geneva (1964–1988), and UCLA (1988–2013), Pulitzer Prize (2008)

- **URBAN J. JERMANN** (Switzerland), Safra Professor of International Finance and Capital Markets at the Wharton School of the University of Pennsylvania

- **BAHGAT KORANY** (Egypt), Professor of International Relations at the American University in Cairo

- **DINA D. POMERANZ** (Switzerland), Assistant Professor of Business Administration at Harvard Business School

- **NORMA BREA DOS SANTOS** (Brazil), Professor of History at the Institute of International Relations of the University of Brasilia

- **HSUEH SHOU SHENG** (China), Professor of Political Science, Vice-Chancellor of Nanyang University in Singapore (1972–1975), Founding Rector of the University of East Asia in Macau (1980–1986)

- **ANDREW WILLIAMS** (UK), Professor of International Relations at the University of St Andrews

- **PATRICIA K. WOUTERS** (Canada and Belgium), Professor of International Law at the University of Dundee

Secteur privé · Private sector

- **SHELBY CULLOM DAVIS** (1909–1994, USA), Investment Banker and US Ambassador

- **ANDRAS FEHERVARY** (USA), Head of Government and Public Affairs Europe at Novartis

- **NOBUYUKI IDEI** (Japan), President of Sony Corporation (2003–2005)

- **DANIEL JAEGGI** (Switzerland), Co-Founder of Mercuria Energy Group

- **PIERRE LALIVE** (1923–2014, Switzerland), Lalive Lawyers, Geneva

- **Baron LEON LAMBERT** (1928–1987, Belgium), Banker and Art Collector

- **YAN LAN** (China), Managing Director of Lazard China

- **VERA MICHALSKI-HOFFMANN** (Switzerland), President of the publishing group Libella

- **CHRISTOPHER MURPHY-IVES** (Canada and UK), Vice-President and Deputy General Counsel of Europe, Middle East and Africa, and Latin America and Canada, at Hewlett-Packard

- **RUDOLF RAMSAUER** (Switzerland), Senior Vice-President and Corporate Communications Director at Nestlé

- **BRAD SMITH** (USA), General Counsel and Executive Vice-President of Legal and Corporate Affairs at Microsoft

- **HERNANDO DE SOTO** (Peru), President of the Institute for Liberty and Democracy in Lima

- **RICHARD THOMAN** (USA), President and CEO of Xerox (1997–2000), CFO and Senior Vice-President of IBM (1994–1997)

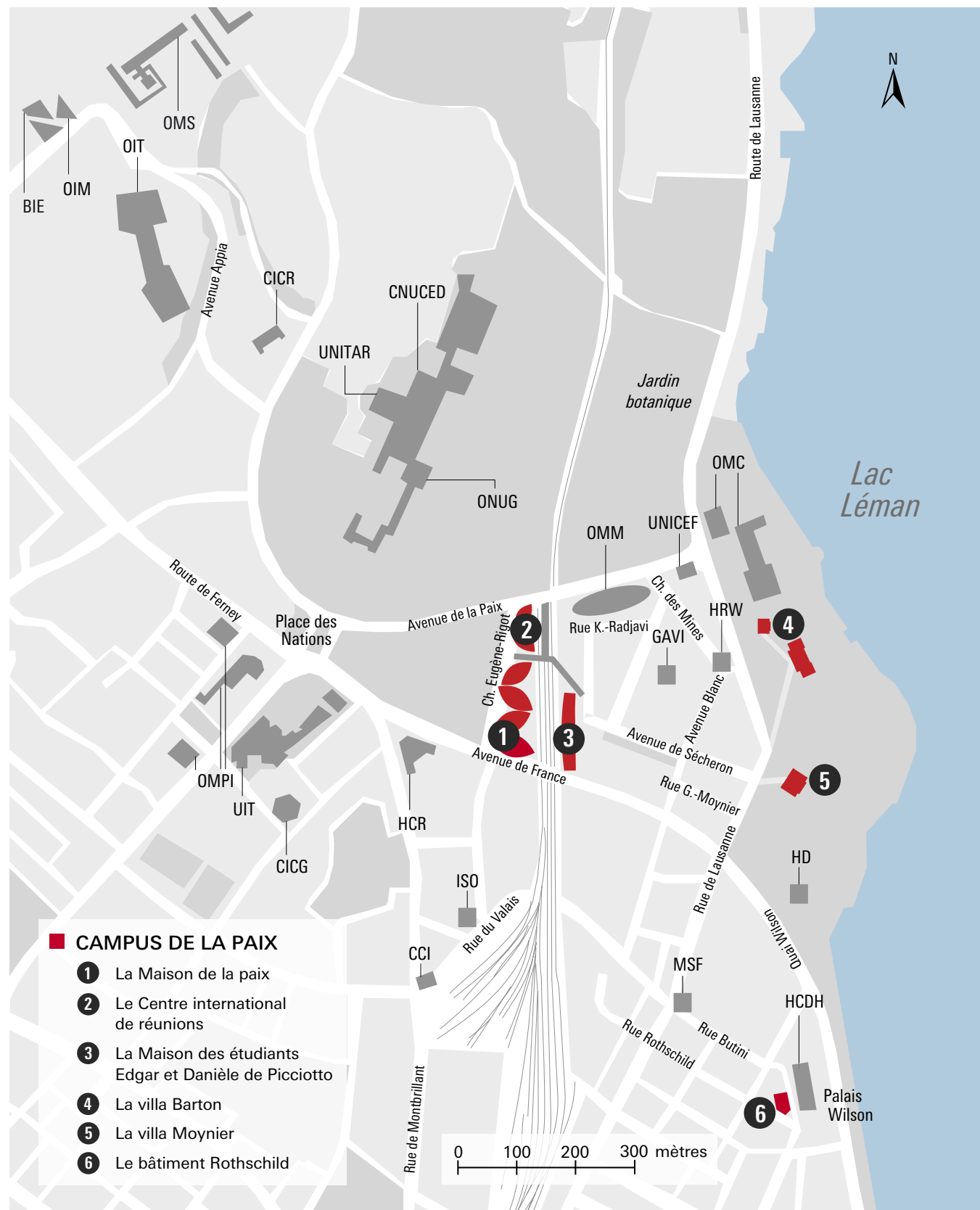
- **JÜRIG WITMER** (Switzerland), Chairman of the Board of Directors of Givaudan, Vice-Chairman of the Board of Directors of Syngenta, Chairman of the Board of Directors of Clariant (2007–2012)

- **BERNARD ZEN-RUFFINEN** (Switzerland), President of Europe, Middle East and Africa at Korn Ferry International

- **CARL ZIMMERER** (1926–2001, Germany), Founder and CEO of InterFinanz

Le Campus de la paix

Campus de la paix



La Maison de la paix



- Inauguration : 3 octobre 2014
- Architecte : IPAS Architectes SA, Neuchâtel
- Construction en entreprise générale : Steiner SA
- Propriétaire et maître d'ouvrage : l'Institut
- Partie publique : la bibliothèque Kathryn et Shelby Cullom Davis (4500 m²), l'auditorium Ivan Pictet (600 places), un auditorium de 100 places, le Centre international de réunions, des salles de cours et de réunions, la Cafétéria et le Restaurant
- Label Minergie

Le financement de la Maison de la paix

- Coût total de 210 millions de francs suisses :
- 78 millions de subventions au titre des investissements universitaires de la part de la Confédération et du canton de Genève
 - 40 millions de dons
 - environ 100 millions d'emprunts bancaires

La Maison des étudiants Edgar et Danièle de Picciotto



- Inauguration : 11 septembre 2012
- Architecte : Lacroix Chessex
- Maître d'ouvrage et propriétaire : l'Institut
- 72 studios et 75 appartements offrant un total de 255 lits

Le financement de la Maison des étudiants

- 20 millions de francs suisses de don de M. Edgar de Picciotto et de sa famille
- 2 millions de la Loterie romande
- 15 millions d'emprunts bancaires

La villa Barton



Siège de la formation continue de l'Institut.

La villa Moynier



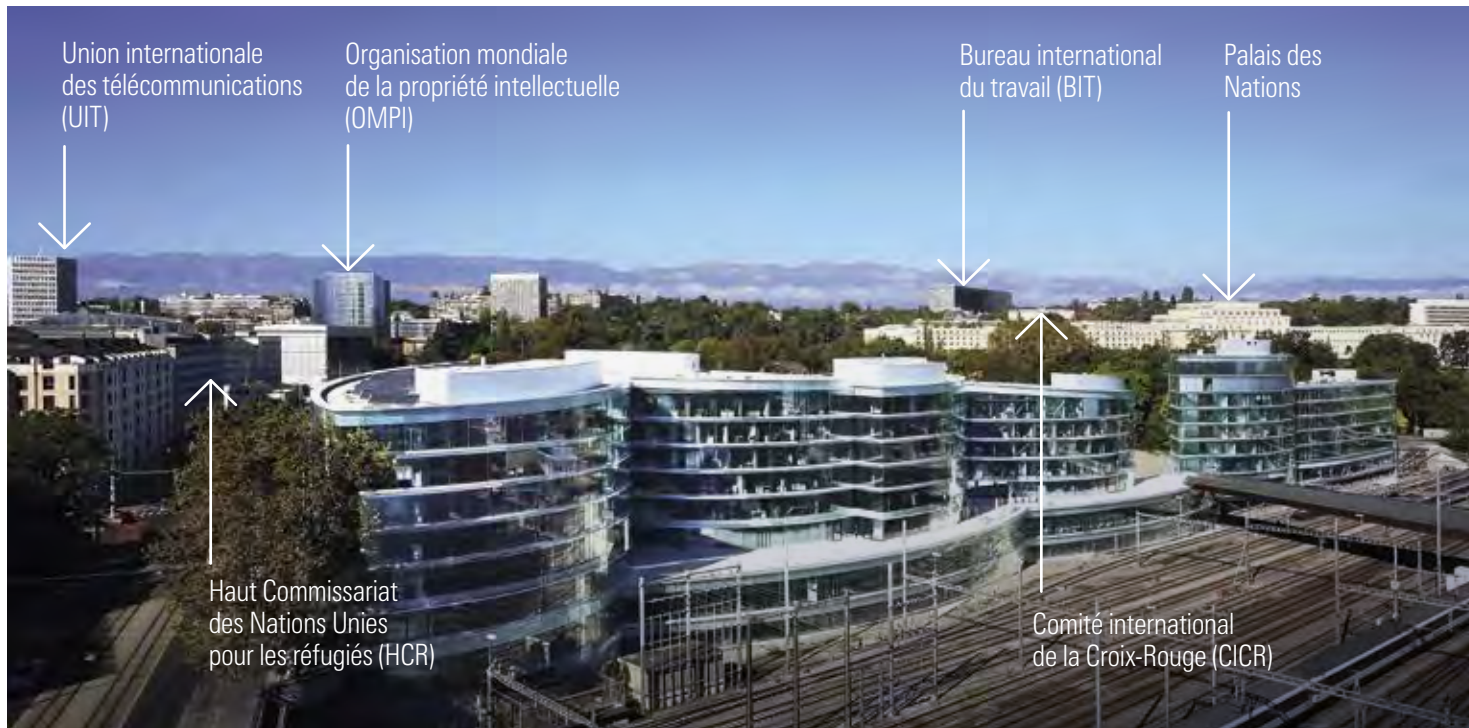
Siège de l'Académie de droit international humanitaire et de droits humains (Geneva Academy) et du Centre pour le règlement des différends internationaux (CIDS), centres conjoints de l'Institut et de l'Université de Genève (voir p. 55).

Le bâtiment Rothschild

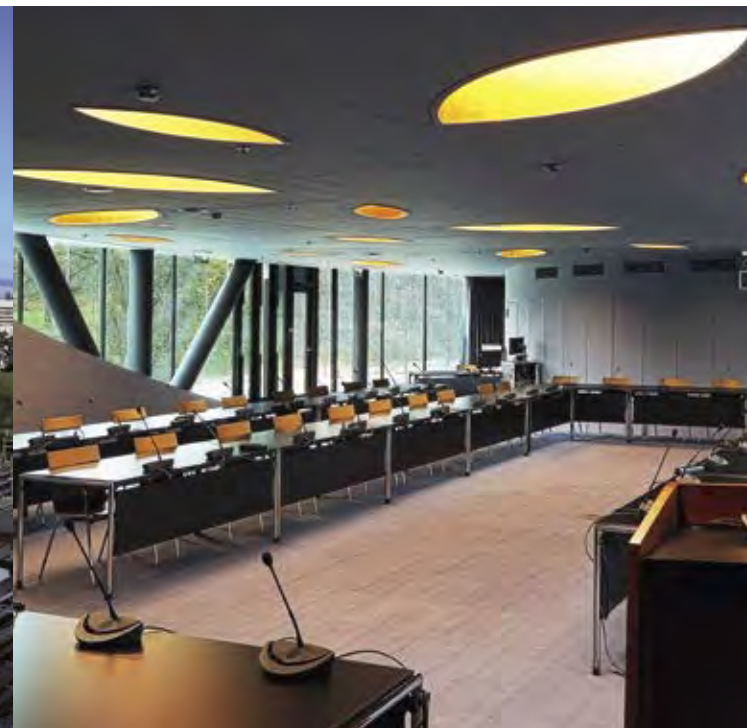


Siège du Centre d'enseignement et de recherche en action humanitaire (CERAH), centre conjoint de l'Institut et de l'Université de Genève (voir p. 55), et du Réseau sur les politiques et la coopération internationales en éducation et en formation (NORRAG), programme associé à l'Institut (voir p. 54).

<http://campusdelapaix.ch>



La Maison de la paix au cœur de la Genève internationale.



La grande salle du Centre international de réunions.



La terrasse du Restaurant de la Maison de la paix.

LA MAISON DE LA PAIX

La Maison de la paix, propriété de l'Institut de hautes études internationales et du développement, est l'une des réussites architecturales du XXI^e siècle en Suisse romande.

L'année 2015 a vu l'achèvement du bâtiment avec la mise en service des pétales 5 et 6, que l'Institut a décidé de construire sans subvention publique. La Maison de la paix a été terminée dans les délais et le respect du devis grâce à une gestion financière stricte et une recherche constante d'optimisation menée avec l'entreprise générale Steiner SA. S'appuyant sur une stratégie de partenariat public-privé réussie (voir financement p. 17), l'Institut a pu réaliser un immeuble qui fait honneur à Genève et à la Suisse.

MAISON DE LA PAIX

Maison de la paix, property of the Graduate Institute, is one of Western Switzerland's architectural achievements of the 21st century.

2015 saw the completion of the building with the entry into service of petals 5 and 6, which the Institute decided to build with no public subsidy. Maison de la paix was completed on time and within budget thanks to strict financial management and a constant pursuit of optimal quality led by the general contractor, Steiner SA. Founded on a successful public-private strategy (see funding p. 17), the Institute has delivered a building which does honour to Geneva and Switzerland.

<http://graduateinstitute.ch/maisondelapaix>

Deux nouveaux espaces

L'Institut poursuit une stratégie qui inclut le développement de revenus propres. La création de deux nouveaux espaces en 2015 dans les pétales 5 et 6 répond à cette préoccupation, tout en offrant des lieux utiles à la Genève internationale.

Le Centre international de réunions

Situé au rez-de-chaussée des pétales 5 et 6 de la Maison de la paix, le Centre international de réunions a ouvert début novembre. Avec sa grande salle de séminaires d'une capacité modulable de 30 à 140 places en fonction de la configuration et ses quatre salles de réunions d'une capacité modulable de 12 à 30 places, il peut accueillir, avec un haut niveau de confort et de prestations, des groupes de différentes tailles pour des activités telles que des assemblées générales, des séminaires d'experts, des audiences d'arbitrage ou des négociations diplomatiques. Il est essentiellement dédié à la location externe.

Le Restaurant

Avec sa grande terrasse, le Restaurant de la Maison de la paix, inauguré en septembre, offre une vue à 360 degrés sur la Genève internationale, le lac Léman, la Cité de Calvin, les Alpes et le Jura. Dans ce cadre exceptionnel, il sert des petits déjeuners, des déjeuners d'affaires, des repas de groupe le soir et des apéritifs en fin de journée; il se prête également aux réceptions.

Two new spaces

The Institute is pursuing a strategy aiming at developing its own revenues. The creation of two new spaces in 2015 in petals 5 and 6 addresses this concern, while offering useful spaces to International Geneva.

The International Conference Centre

Located on the ground floor of petals 5 and 6 in Maison de la paix, the International Conference Centre opened at the beginning of November. With its large seminar room that can accommodate between 30 and 140 people depending on the configuration and its four meeting rooms (12 to 30 seats), it offers a very high level of comfort and service to groups of different sizes for activities such as general meetings, experts seminars, arbitration hearings or diplomatic negotiations. It is primarily designed for external hire.

Le Restaurant

With its large terrace, Le Restaurant de la Maison de la paix, which was inaugurated in September, offers a breathtaking 360-degree view of International Geneva, Lake Geneva, the City of Calvin, the Alps and the Jura mountains. In this exceptional setting, Le Restaurant serves breakfasts, business lunches, group dinners as well as after-work events and cocktails.

<http://graduateinstitute.ch/venues>

La Maison de la paix, haut lieu d'expertise

La Maison de la paix est un lieu de rencontre, de réflexion et d'action dans le domaine de la promotion de la paix et de la sécurité humaine. Douze organisations, dont l'Institut de hautes études internationales et du développement et les trois centres soutenus par la Confédération (GCSP, GICHD et DCAF), y travaillent pour un monde plus juste, plus sûr et plus pacifique. Ensemble, ces organisations font de la Maison de la paix un haut lieu d'expertise internationale qui contribue au renforcement du rôle de Genève et de la Suisse en matière de paix et de coopération internationale.



DIDIER BURKHALTER, président de la Confédération suisse, lors de l'inauguration de la Maison de la paix le 3 octobre 2014.

« Ce regroupement de compétences pour la politique de paix et de sécurité, sans comparaison sur le plan international, est utile pour la Suisse et pour le monde. »



Le Centre de politique de sécurité (GCSP) est une fondation internationale dont le but est de promouvoir la paix, la sécurité et la stabilité par la formation de cadres dirigeants, la recherche appliquée et le dialogue.

www.gcsp.ch



Le Centre international de déminage humanitaire (GICHD) œuvre à l'élimination des mines et restes explosifs de guerre, en renforçant les capacités des pays affectés.

www.gichd.org



Le Centre pour le contrôle démocratique des forces armées (DCAF) soutient la mise en œuvre des programmes de bonne gouvernance et de réforme du secteur de la sécurité.

www.dcaf.ch



Le Small Arms Survey (SAS) fournit des informations et des analyses indépendantes pour les gouvernements, les chercheurs et la société civile sur tous les sujets relatifs aux armes légères et à la violence armée.

www.smallarmssurvey.org



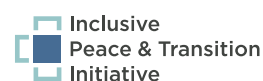
Interpeace est une organisation indépendante et internationale pour la consolidation de la paix, et un partenaire stratégique de l'Organisation des Nations Unies. Depuis vingt ans, Interpeace aide les populations à construire une paix durable.

www.interpeace.org



Le World Business Council for Sustainable Development (WBCSD) est une organisation dirigée par les PDG d'entreprises avant-gardistes qui veut mobiliser la communauté mondiale pour créer un avenir durable pour les entreprises, la société et l'environnement.

www.wbcsd.org



L'Inclusive Peace and Transition Initiative (IPTI) est un centre de recherche et de conseil offrant son expertise sur l'organisation de négociations de paix et l'intégration des différents acteurs au sein des processus de paix et de transition politique.

www.inclusivepeace.org



L'International Campaign to Ban Landmines (ICBL-CMC) est un réseau mondial d'organisations non gouvernementales, présent dans une centaine de pays, qui travaille pour l'éradication des mines antipersonnel et armes à sous-munitions.

www.icblcmc.org



Foraus (Forum de politique étrangère) est un *think tank* dont l'ambition est de rassembler les idées des passionnés de politique étrangère. Ses membres l'utilisent comme plateforme pour diffuser leurs idées sous forme de papiers et d'analyses, ainsi que pour organiser de nombreux débats publics.

www.foraus.ch



Justice Rapid Response est un mécanisme créé par le biais d'un forum intergouvernemental qui gère le déploiement rapide des professionnels de la justice pénale. Elle intervient à la demande de la communauté internationale en cas de violations des droits humains ou de violations criminelles internationales.

www.justicerapidresponse.org



La Right Livelihood Award Foundation (Suède) est une fondation qui décerne le « prix Nobel alternatif » aux personnes ou associations cherchant des solutions pratiques et exemplaires pour répondre aux défis les plus urgents de notre monde.

www.rightlivelihood.org

An aerial photograph of a city, likely Oslo, Norway, showing a mix of modern architecture and green spaces. In the foreground, there are several modern buildings with curved glass facades. A large, multi-story building with a flat roof is under construction in the lower right. A major road and tram lines run through the middle ground. In the background, a large, leafy park area is visible, surrounded by more residential and commercial buildings. The sky is clear and bright.

LE POSITIONNEMENT
POSITIONING



Étudiants devant l'entrée du Palais des Nations à Genève.

Au cœur de la Genève internationale In the Heart of International Geneva

L'Institut et la Genève internationale ont partie liée depuis l'établissement de la Société des Nations au sortir de la Première Guerre mondiale.

The Graduate Institute and International Geneva have shared close ties since the establishment of the League of Nations in the wake of the First World War.

34 organisations internationales

250 organisations non-gouvernementales

174 missions permanentes

1919-1920

Établissement à Genève de la Société des Nations et du Bureau international du travail.

1927

Création de l'Institut, la première institution au monde entièrement consacrée à l'étude des affaires internationales. La Woodrow Wilson School of Public and International Studies de Princeton et la Fletcher School of Law and Diplomacy de l'Université Tufts allaient naître au début de la décennie suivante.

1961

Création du Centre genevois pour la formation des cadres africains, qui devient en 1962 l'Institut africain de Genève et, en 1973, l'Institut d'études du développement.

2008

Sous l'impulsion de la Confédération helvétique et du canton de Genève, les deux instituts se réunissent, plaçant sous un même toit les relations internationales et les études du développement et intégrant de manière novatrice les perspectives et les sensibilités du Nord et du Sud.

2012

Signature d'un accord-cadre avec le Département fédéral des affaires étrangères qui met en valeur le rôle particulier de l'Institut comme interlocuteur académique de la Genève internationale.

2013

Emménagement de l'Institut dans la Maison de la paix.

2014

Inauguration de la Maison de la paix en présence de M. Didier Burkhalter, président de la Confédération suisse, de M. François Longchamp, président du Conseil d'État de la République et canton de Genève, et de M^{me} Sandrine Salerno, conseillère administrative de la Ville de Genève.

1919-1920

Establishment in Geneva of the League of Nations and of the International Labour Organization.

1927

Creation of the Institute, the first institution in the world dedicated entirely to the study of international affairs. The Woodrow Wilson School of Public and International Studies at Princeton and the Fletcher School of Law and Diplomacy at Tufts University were opened in the early 1930s.

1961

Creation of the Geneva centre for educating African leaders, which became the African Institute in 1962 and the Institute of Development Studies in 1973.

2008

The two institutes merged, bringing the study of international relations and development together under one roof and at the same time integrating perspectives from the North and South in novel ways.

2012

Signing of a framework agreement with the Swiss Federal Department of Foreign Affairs that underlines the unique role of the Institute as International Geneva's academic partner.

2013

The Institute moves to Maison de la paix.

2014

Inauguration of Maison de la paix in the presence of Mr Didier Burkhalter, President of the Swiss Confederation, Mr François Longchamp, President of the State Council of the Republic and Canton of Geneva, and Ms Sandrine Salerno, Administrative Councillor of the City of Geneva.





Vue de la rade de Genève.



Cathédrale Saint-Pierre de Genève.

À Genève et en Suisse

L'Institut bénéficie depuis des décennies du soutien de l'État de Genève et de la Confédération suisse. Il doit ce soutien à sa contribution :

- à la production scientifique dans son domaine de spécialisation
- au rayonnement international de Genève
- aux relations extérieures de la Suisse

Ce soutien de longue durée s'explique par la coïncidence des identités et des intérêts. Les activités de l'Institut s'accordent parfaitement avec l'« esprit de Genève », nourri de la mémoire de l'exil huguenot, du rôle de capitale humanitaire après la création du Comité international de la Croix-Rouge et de la tradition d'accueil d'organisations internationales depuis l'établissement de la Société des Nations.

Avec la politique extérieure de la Suisse, l'Institut partage des orientations fondamentales : la primauté du droit, notamment du droit humanitaire et des droits de l'homme ; l'importance de la coopération internationale et de l'aide au développement ; et, de manière générale, la nécessité d'un monde ouvert et libre. En valorisant le respect de la diversité et la recherche de solutions pragmatiques, l'Institut s'inscrit, en outre, dans une culture politique qui est caractéristique de la Suisse et représente l'un des meilleurs apports de ce pays à la pratique des relations internationales.

Au-delà de son expertise sur les thématiques-clés de la Genève internationale, l'Institut contribue directement aux relations extérieures de la Suisse par l'action de ses anciens étudiants dans l'administration fédérale (Département fédéral des affaires étrangères, Secrétariat d'État à l'économie, Banque nationale suisse, etc.) et la réalisation d'un nombre substantiel de contrats de recherche appliquée.

Par la qualité de ses ressources et de son réseau, l'Institut est bien équipé pour servir d'interlocuteur académique de la Genève internationale et soutenir la position de la Suisse :

- en formant de futurs acteurs internationaux qui seront à travers le monde des ambassadeurs de bonne volonté pour Genève et la Suisse
- en fournissant à la communauté internationale une expertise utile à la formulation et à la mise en œuvre de politiques publiques internationales
- en offrant un perfectionnement professionnel à un large éventail de personnes actives dans l'arène internationale
- en jouant le rôle de plateforme de dialogue et de concertation entre acteurs internationaux de tout type

In Geneva and in Switzerland

For several decades, the Institute has benefited from the support of the State of Geneva and the Swiss Confederation. It receives this support thanks to its contributions to:

- the production of international scientific knowledge in its domain of specialisation
- International Geneva's reputation worldwide
- Switzerland's foreign relations

This long-term support is a testament to shared identities and interests. The Institute's activities align perfectly with the "spirit of Geneva", nourished by the memory of the exile of French Protestant Huguenots, by Geneva becoming a humanitarian capital with the creation of the International Committee of the Red Cross, and by its tradition of hosting numerous international organisations since the birth of the League of Nations.

The Institute shares the fundamental objectives of Switzerland's foreign policy: the rule of law, notably humanitarian and human rights law; the importance of international cooperation and development assistance; and, in general, the need for an open and free world. By incorporating respect for diversity and the search for pragmatic solutions, the Institute shares the values of Swiss political culture and represents one of the country's best contributions to the practice of international relations.

Beyond its expertise in International Geneva's key areas of specialisation, the Institute contributes directly to Switzerland's foreign policy through the endeavours of its alumni who work in the Swiss federal administration (Federal Department of Foreign Affairs, State Secretariat for Economic Affairs, Swiss National Bank, etc.) and by carrying out a substantial amount of commissioned applied research.

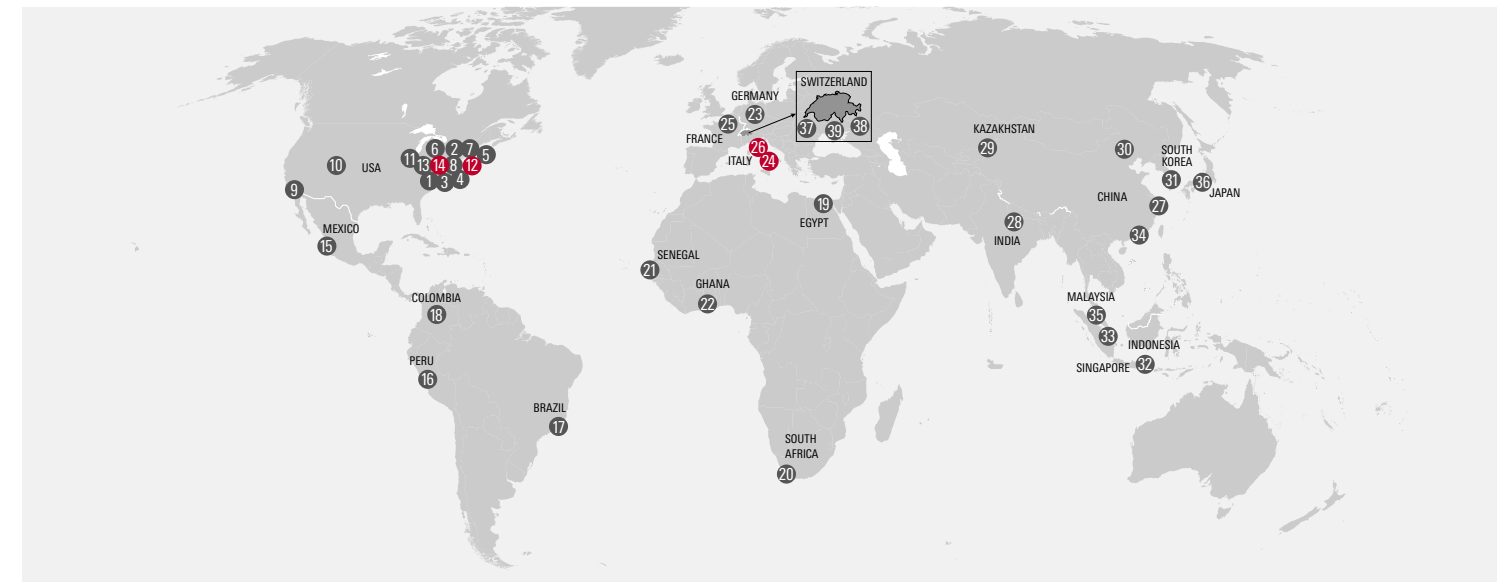
Through the quality of its resources and network, the Institute is well equipped to carry out its role as International Geneva's academic partner and to contribute to Switzerland's influence by:

- training future international actors who will be ambassadors for Geneva and Switzerland worldwide
- providing useful expertise on the formulation and implementation of public policies to the international community
- offering professional training to a wide range of people active in the international arena
- serving as a platform for dialogue and consultation between international actors of all kinds

En Suisse et dans le monde In Switzerland and throughout the World

L'Institut est présent en Suisse et dans le monde à travers : The Institute is present in Switzerland and globally, through:

- le recrutement de ses étudiants → its student recruitment
- les réseaux de ses enseignants et chercheurs → its faculty and research networks
- le réseau de ses anciens → its alumni network
- ses activités de formation continue → its Executive Education activities
- ses partenaires académiques → its academic partners



LE RÉSEAU SUISSE POUR LES ÉTUDES INTERNATIONALES (SNIS)

Créé par l'Institut et l'Université de Genève, le Réseau suisse pour les études internationales (SNIS) a pour mission

de promouvoir la recherche dans ce domaine d'études. Ses autres membres sont :

- le Center for Comparative and International Studies (Université de Zurich et École polytechnique fédérale de Zurich)
- l'Institut tropical et de santé publique suisse (Université de Bâle)
- le Swiss Institute for International Economics and Applied Economic Research (Université de Saint-Gall)
- le World Trade Institute (Université de Berne)

THE SWISS NETWORK FOR INTERNATIONAL STUDIES (SNIS)

The Swiss Network for International Studies (SNIS) was created by the Institute and the University of Geneva with the mission of promoting research in this field of studies. Its other members are:

- the Center for Comparative and International Studies (University of Zurich and Swiss Federal Institute of Technology, Zurich)
- the Swiss Tropical and Public Health Institute (University of Basel)
- the Swiss Institute for International Economics and Applied Economic Research (University of St. Gallen)
- the World Trade Institute (University of Bern)

<http://snis.ch>

L'Institut est également membre des associations et organisations suivantes :



AUF
Agence universitaire de la francophonie
www.auf.org



ECPR
European Consortium for Political Research
<https://ecpr.eu>



APSIA
Association of Professional Schools of International Affairs
www.apsia.org



EUA
European University Association
www.eua.be



EADI
European Association of Development Research and Training Institutes
www.eadi.org



Europaeum
www.europaeum.org

The Institute is also a member of the following associations and organisations:

LES PARTENAIRES ACADÉMIQUES

En 2015, quatre institutions ont rejoint notre réseau académique.

North America

- 1 American University, Washington DC, USA
- 2 Boston University, School of Law, USA*
- 3 George Washington University, Elliott School of International Affairs, USA
- 4 Georgetown University, Georgetown Law, USA
- 5 Harvard Kennedy School of Government, USA
- 6 Harvard University, Harvard Law School, USA*
- 7 Smith College, USA
- 8 Tufts University, Fletcher School of Law and Diplomacy, USA
- 9 University of California, School of Law, Los Angeles, USA*
- 10 University of Denver, Josef Korbel School of International Studies, USA
- 11 University of Michigan, Law School, USA*
- 12 Wellesley College, Wellesley, USA
- 13 Yale University, Graduate School of Arts and Sciences, USA
- 14 Yale University, Jackson Institute for Global Affairs, USA

Latin America

- 15 El Colegio de México, México
- 16 Pontificia Universidad Católica del Perú, Peru
- 17 Pontificia Universidade Católica do Rio de Janeiro, Institute of International Relations, Brazil
- 18 Universidad de Los Andes, Bogotá, Colombia

Africa

- 19 American University, School of Global Affairs and Public Policy, Egypt
- 20 Stellenbosch University, South Africa
- 21 Université Cheikh Anta Diop, Senegal
- 22 University of Ghana, Ghana

ACADEMIC PARTNERS

In 2015, four institutions joined our academic network.

Europe

- 23 Hertie School of Governance, Germany
- 24 Libera Università Internazionale degli Studi Sociali Guido Carli, Rome, Italy
- 25 Sciences Po, Paris, France
- 26 Università Commerciale Luigi Bocconi, Milano, Italy

Asia

- 27 Fudan University, School of International Relations and Public Affairs, China
- 28 Jawaharlal Nehru University, School of International Studies, India
- 29 KIMEP University, Kazakhstan
- 30 Peking University, School of International Studies, China
- 31 Seoul National University, Graduate School of International Studies, South Korea
- 32 Singapore National University, Lee Kuan Yew School of Public Policy, Singapore
- 33 Universitas Gadjah Mada, Indonesia
- 34 University of Hong Kong, Faculty of Social Sciences, China
- 35 University of Malaya, Malaysia
- 36 Waseda University, Graduate School of Asia-Pacific Studies, Japan

Switzerland

- 37 University of Geneva, with which the Institute has created:
 - the Geneva Academy of International Humanitarian Law and Human Rights (Geneva Academy)
 - the Geneva Center for International Dispute Settlement (CIDS)
 - the Geneva Centre for Education and Research in Humanitarian Action (CERAH)
- 38 University of St. Gallen
- 39 University of Zurich and Swiss Federal Institute of Technology in Zurich (ETHZ), Center for Comparative and International Studies

* These four agreements are only open to Master and PhD students of the International Law Department.

■ Institutions that joined the academic network in 2015.

L'ENSEIGNEMENT
TEACHING



Les programmes d'études Study Programmes

Masters interdisciplinaires Interdisciplinary Masters	Master en affaires internationales · Master in International Affairs Master en études du développement · Master in Development Studies
Masters et doctorat disciplinaires Disciplinary Master and PhD programmes	Anthropologie et sociologie du développement Anthropology and Sociology of Development Droit international · International Law Économie du développement (uniquement doctorat) Development Economics (PhD only) Économie internationale · International Economics Histoire internationale · International History Relations internationales/science politique International Relations/Political Science

JOINT STUDY PROGRAMMES

Avec l'Université de Genève With the University of Geneva	LLM in International Dispute Settlement (CIDS) LLM in International Humanitarian Law and Human Rights (Geneva Academy) Master of Advanced Studies in Humanitarian Action (CERAH)
With Georgetown University Law Center	LLM in Global Health Law and International Institutions

DUAL AND CONCURRENT DEGREE PROGRAMMES

With Harvard Kennedy School	Double master · Dual Master
With Peking University	Master consécutif · Concurrent degree programme BA + MA
With Smith College	Master consécutif · Concurrent degree programme BA + MA
With Wellesley College	Master consécutif · Concurrent degree programme BA + MA

SUMMER/WINTER PROGRAMMES

Summer Programme on International Affairs and Multilateral Governance
Summer Programme on the WTO, International Trade and Development
Winter Programme on the United Nations and Global Challenges

Nouveau programme d'études en partenariat

En 2015, l'Institut a accueilli les quatre premiers étudiants dans le cadre du programme BA + MA avec le Smith College. Ce programme, organisé également avec l'Université de Pékin et le Wellesley College, permet à d'excellents étudiants d'être admis à l'Institut à la fin de leur troisième année de bachelor pour commencer une année d'études qui comptera à la fois comme la dernière du bachelor et la première du master.

New Study Programme in Partnership

In 2015, the Institute welcomed the first four students of the BA+MA programme with Smith College. This kind of programme, also organised with Peking University and Wellesley College, enables excellent students to be admitted to the Institute at the end of their third bachelor year to begin a study year which will count as the last year towards their bachelor degree and the first year towards their master degree.

<http://graduateinstitute.ch/studyprogrammes>



Célébration de la Journée des Nations Unies à Rejaf, Soudan du Sud, 24 octobre 2015.

A MASTER CANDIDATE IN DEVELOPMENT STUDIES WINS A COMPETITION

In October 2015, **STEPHANIE VILLADIEGO DE LA HOZ**, Master candidate in Development Studies, won a competition with her essay *the Future of the UN Peacebuilding Architecture and Peace Operations*, subsequently featuring at an event celebrating the United Nations' 70th anniversary.

The essay highlights two main challenges facing the United Nations' peacebuilding missions regarding the highly complex and unstable context in which the Sustainable Development Goals (SDGs) will be implemented. The first challenge is the need for a shift in the way peace intervention success is regarded. A more humane view must be established, giving more relevance to processes carried out in countries undergoing periods of transition. The second challenge is the broadening and re-balancing of stakeholders involved in peacebuilding, making room for the private sector and empowering youth to take action.

Organised by The Hague Project – Peace and Justice, a series of workshops and conferences were held on 23 October in The Hague. Stephanie Villadiego De La Hoz had the opportunity to

participate in one of four simultaneous workshops, sharing her experiences, thoughts and knowledge to help identify pathways for the successful implementation of the SDGs.

Stephanie Villadiego De La Hoz also participated in a ceremony at the Peace Palace, where judges from the International Court of Justice, humanitarian workers, students and diplomats shared their thoughts about peace, justice and human rights.

As a result of this event, a document entitled *The Hague Manifesto: Actions and Principles for Promoting Global Peace and Justice* was amended. This manifesto, which was sent to the United Nations, will contribute to the implementation of the SDGs, offering a framework to support an open discourse between all the relevant actors to identify, prioritise and implement concrete actions by informed societies.

The Master in Development Studies programme equips students like Stephanie Villadiego De La Hoz with the theoretical, policy and practical skills necessary to tackle crucial development challenges.



Gopalan Balachandran, professeur d'histoire et politique internationales, et Amalia Ribí Forclaz, professeur assistant d'histoire internationale.

Les professeurs Professors

OUR PROFESSORS' PHDs

Swiss Universities	12	American Universities	22
The Graduate Institute and its predecessors	4	Massachusetts Institute of Technology	3
Others (Fribourg, Geneva, Lausanne and Neuchatel)	8	Yale University	2
European Universities	30	Harvard University	2
Oxford	7	Johns Hopkins	2
London School of Economics	4	Michigan University	2
Sciences Po, Paris	3	Princeton University	2
Université Paris II Panthéon-Assas, Paris-Sorbonne	3	Others (the American University, Boston, Chicago, Columbia, Cornell, McGill, New York, Pittsburg and Georgia)	9
European University Institute, Florence	2		
Others (Birmingham, Freie-Berlin, Genoa, Heidelberg, Konstanz, London, Lyon, Milan, Namur, as well as universities in Paris)	11		
Total			64

LES NOUVEAUX PROFESSEURS EN 2015

L'Institut a un corps professoral qu'il veut aussi divers que possible par l'âge, le genre, la nationalité, le parcours universitaire et les perspectives scientifiques (voir pp. 74-78). En 2015, il a accueilli neuf nouveaux professeurs, dont cinq femmes.

Afin d'assurer un meilleur équilibre des genres, l'Institut avait décidé l'année précédente de suivre une politique volontaire comprenant deux volets :

- d'une part, la mise au concours d'un nombre accru de postes au rang de professeur assistant afin de donner à des femmes des chances sérieuses de l'emporter dans une compétition ouverte
- d'autre part, l'utilisation de la procédure par appel pour inviter des femmes possédant un dossier et une expérience de haut niveau à rejoindre l'Institut au rang de professeur ordinaire

NEW PROFESSORS IN 2015

The Institute aims to recruit faculty that are as diverse as possible in age, gender, nationality, academic background and scientific approach (see pp. 74-78). In 2015, nine new professors, five of them being women, joined the Institute.

To ensure a greater gender diversity, the Institute had decided the year before to follow a dual policy:

- increasing open competitions at the rank of assistant professor to offer serious chances to women
- inviting senior women with high level experience and profile to join the Institute at the rank of full professor



PAOLA GAETA

Professeur de droit international
PhD, European University Institute, Florence

De 1998 à 2007, Paola Gaeta a été successivement professeur assistant, professeur adjoint et professeur de droit international à l'Université de Florence. En 2007, elle est nommée professeur de droit pénal international à l'Université de Genève et directrice

du LLM en droit international humanitaire à l'Académie de droit international humanitaire et de droits humains. Paola Gaeta est ensuite engagée à l'Institut en février 2010 en qualité de professeur associé et a dirigé l'académie de 2011 à 2014.

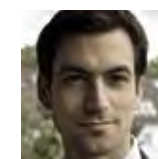


VINH-KIM NGUYEN

Professeur d'anthropologie et sociologie du développement
Doctorat en médecine de l'Université de Montréal
et doctorat en anthropologie médicale de l'Université McGill

Vinh-Kim Nguyen est médecin d'urgence, spécialiste du VIH et anthropologue de la santé. En sa double qualité de praticien et de chercheur, il s'intéresse aux relations entre sciences, politiques et pratiques dans le domaine de la santé mondiale. Il bénéficie actuellement d'une subvention (*Consolidation Grant*) du Conseil européen de la recherche pour mener une recherche sur les sciences

et la politique dans un monde sans sida et dirige une équipe d'anthropologues étudiant l'épidémie d'Ebola en Afrique de l'Ouest. Professeur à la School of Public Health de l'Université de Montréal, Vinh-Kim Nguyen est aussi titulaire d'une chaire honorifique de la Maison des sciences de l'homme à Paris, qui accueille des chercheurs travaillant sur les questions de santé mondiale.



JAMES HOLLWAY

Professeur assistant de relations internationales/science politique
PhD, Université d'Oxford

Titulaire d'un doctorat en relations internationales de l'Université d'Oxford, James Hollway a été assistant de recherche à l'Université d'Oxford, puis *Postdoctoral Research Fellow* à l'Université

de la Suisse italienne à Lugano et à l'École polytechnique fédérale de Zurich. Ses domaines d'expertise portent sur les politiques de l'environnement, la gouvernance et les organisations internationales, et les réseaux sociaux.

NOUVEAU TITULAIRE DE LA CHAIRE YVES OLTRAMARE



Le professeur **JEAN-FRANÇOIS BAYART** est depuis septembre 2015 le titulaire de la chaire Yves Oltramare Religion et politique dans le monde contemporain. Il succède au professeur Martin Riesebrodt, tragiquement emporté par la maladie. Généreusement financée par M. Yves Oltramare pour une période de dix ans, la chaire a pour mission d'apporter une contribution scientifique majeure à l'analyse de l'impact des rapports entre religion et politique sur l'évolution des sociétés et du système international.

Jean-François Bayart a été auparavant directeur du Centre d'études et de recherches internationales de la Fondation nationale des sciences politiques (Paris) et est actuellement directeur de la chaire d'Études africaines comparées de l'Université Mohammed VI Polytechnique (Rabat) et président du Fonds d'analyse des sociétés politiques et du Réseau européen d'analyse des sociétés politiques.

Spécialiste de sociologie historique et comparée du politique, il s'est notamment intéressé à l'historicité du politique et à la place du fait religieux dans la formation de l'État en Afrique et en Asie antérieure (Turquie, Iran), en proposant une nouvelle problématisation de l'identité, de la culture et de la globalisation.



MELANIE KOLBE

Professeur assistant de relations internationales/science politique
PhD, Université de Géorgie (États-Unis)

Après un bachelor à l'Université de Rostock en Allemagne, Melanie Kolbe a obtenu un master et un doctorat en science politique et affaires internationales à l'Université de Géorgie, aux États-Unis.

Elle a enseigné plusieurs années dans cette université et s'est spécialisée plus particulièrement sur les lois et les politiques de l'immigration et des migrations, les réfugiés et les diasporas, la société civile et les mouvements sociaux.



AMALIA RIBÍ FORCLAZ

Professeur assistant d'histoire internationale
PhD, Lincoln College, Université d'Oxford

Après avoir obtenu un doctorat en histoire moderne au Lincoln College de l'Université d'Oxford, Amalia Ribí Forclaz a passé trois années à l'Institut en tant qu'*Ambizione Reseach Fellow* avant d'être nommée professeur assistant. Ses domaines d'expertise portent sur l'internationalisme aux XIX^e et

XX^e siècles, l'histoire globale de l'agriculture et du développement rural et l'histoire de l'esclavage et son abolition, thème de sa monographie parue cette année chez Oxford University Press: *Humanitarian Imperialism: The Politics of Anti-Slavery Activism, 1880-1940*.



ANNE SAAB

Professeur assistant de droit international
PhD, London School of Economics (LSE), Londres/LLM, King's College London

Anne Saab est titulaire d'un doctorat en droit international de la London School of Economics (LSE) et d'un LLM en droit international public du King's College London. Elle a enseigné et mené des

activités de recherche à la LSE, à l'Université de Leyde et à l'Université d'Amsterdam. Ses domaines d'expertise portent sur le droit international public, le changement climatique et l'agriculture.



SHAILA SESHIA GALVIN

Professeur assistant d'anthropologie et sociologie du développement
PhD, Université Yale

Titulaire d'un doctorat en anthropologie et environnement de l'Université Yale, Shaila Seshia Galvin a été *Postdoctoral Fellow* de 2013 à 2015 au Centre d'études de l'environnement du département d'anthropologie et sociologie du développement du Williams

College (États-Unis). Elle a enseigné dans ces deux universités et a mené des activités de conseil auprès de différentes organisations spécialisées dans l'alimentation et l'agriculture. Ses recherches se concentrent plus particulièrement sur le changement agraire.



JORGE E. VIÑUALES

Professeur associé de droit international
PhD, Sciences Po, Paris/LLM, Université Harvard

Jorge E. Viñuales est professeur à l'Université de Cambridge, où il occupe la chaire Harold Samuel of Law and Environmental Policy et dirige le Cambridge Centre for Environment, Energy and Natural Resource Governance (C-EENRG). Auparavant, il occupait la chaire Pictet de droit international de l'environnement à

l'Institut. Spécialiste du droit international public, notamment dans les domaines de l'environnement, des investissements, de l'arbitrage et de l'énergie, et au bénéfice d'une grande expérience de praticien, il conseille des entreprises, des gouvernements, des organisations internationales et non gouvernementales en matière de droit international.

WHY I DECIDED TO JOIN THE INSTITUTE

Shaila Seshia Galvin, Assistant Professor of Anthropology and Sociology of Development

“Joining the Institute has presented me with many of the opportunities I always hoped to have in my research and teaching career. I particularly appreciate being part of an international community of students and scholars, having a disciplinary ‘home’ within an institution open to inter- and cross-disciplinary conversation and collaboration, and being able to pursue empirically grounded and theoretically oriented research while remaining in close contact with contemporary policy concerns and debates.

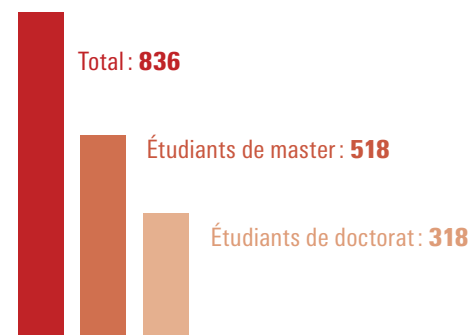
I find that the wide range of backgrounds, experiences and goals which students have enriches learning inside the classroom. Developing new courses also presents exciting possibilities for synergy between teaching and research, and I am enthusiastic about exploring these further as I begin new research projects. My own academic interests lie between environmental, political and economic anthropology, and I anticipate that the Institute's location in Geneva – close to many organisations working in food, agriculture and environment – will inspire new research projects. With experience in universities in Canada, the United Kingdom and the United States, it seems to me that these facets of academic and intellectual life at the Institute are rarely found elsewhere, and they gave me compelling reasons to join the faculty.”

Les étudiants Students

Sélectionnés de manière rigoureuse, les étudiants de l'Institut sont doués intellectuellement, ouverts culturellement et animés par l'ambition de relever les défis du monde contemporain. Au début de l'année académique 2015-2016, 836 étudiants étaient inscrits à un programme de master ou de doctorat.

Chosen through a rigorous selection process, the Institute's students are intellectually bright, culturally open, and driven by their ambition to face the global challenges of our time. At the beginning of the 2015-2016 academic year, 836 students were enrolled in a Master or PhD programme.

NOMBRE D'ÉTUDIANTS



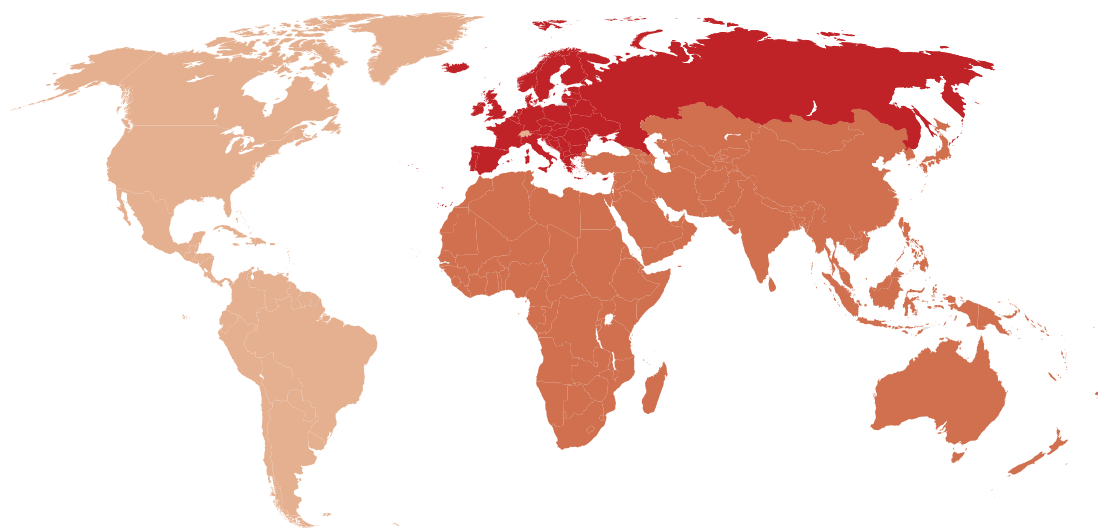
NOMBRE DE NOUVEAUX ÉTUDIANTS ADMIS

330

CONNAISSANCES DES LANGUES (nouveaux étudiants)



RÉSIDENCE DES ÉTUDIANTS AU MOMENT DE L'ADMISSION



Europe: 29% Afrique, Asie, Océanie: 27% Amérique: 22% Suisse: 22%



LES UNIVERSITÉS DE PROVENANCE DES CANDIDATS

Les étudiants candidats à l'admission en 2015 venaient de près de 875 universités à travers le monde. Les principales universités étaient, par ordre d'importance des candidatures, les suivantes:

- | | | |
|--|--|--------------------------------------|
| → Université de Genève | → University of Oxford | → University of Ghana |
| → Université de Lausanne | → McGill University | → University of British Columbia |
| → Universität Zürich | → University of London | → Maastricht University |
| → University of Delhi | → University of Cambridge | → University of California, Berkeley |
| → Lady Shri Ram College for Women, Delhi | → Université Paris 1 Panthéon-Sorbonne | → Yonsei University |
| → London School of Economics and Political Science | → Universität St. Gallen | → University of North Carolina |
| → School of Oriental and African Studies, London | → Université de Fribourg | → Leiden University |
| → University of Toronto | → Sciences Po, Paris | → Lund University |
| → University of St. Andrews | → Libera Università Internazionale degli Studi Sociali Guido Carli | → Renmin University |
| | → Università di Bologna | → University of Wisconsin, Madison |

APPLICANTS' UNIVERSITIES OF ORIGIN

In 2015, applicants came from 875 universities throughout the world. The main universities by number of applicants were:

CE QUI ATTIRE LES ÉTUDIANTS À L'INSTITUT

- La qualité de la formation et la réputation de l'Institut
- Les possibilités d'expérience professionnelle (stages, emplois à temps partiel)
- La Genève internationale
- L'environnement bilingue

WHY STUDENTS CHOOSE THE INSTITUTE

- Quality of education and reputation of the Institute
- Opportunities for professional experience (internships, part-time work)
- International Geneva
- The bilingual environment

<http://graduateinstitute.ch/students>

WHY I DECIDED TO STUDY AT THE INSTITUTE

In August 2015, Indian student **AAMENA AHMAD** won the British Council's IELTS Award, which provides financial assistance to students and whose panel of judges was impressed by her essay, presentation and interview. Recognising her potential, the Graduate Institute awarded her an additional scholarship. This term, she has begun a Master in Development Studies.

"Very few academic institutions give students the chance to incorporate professional experience into academic learning", said Aamena Ahmad. "I chose the Institute as it provides students with the space, time and guidance to write their thesis and to pursue the internship possibilities which Geneva has to offer."

Despite only just starting her Master programme, Aamena is already planning her future endeavours. "Driven by my desire to work towards addressing and resolving social issues in my country, I plan to go back to India to work on the education of women from economically weaker sections of society, who are further disadvantaged by religion and caste barriers."

"Knowing that there are women in my family who have struggled to complete their schooling, I feel humbled to be given this opportunity", said Aamena Ahmad. "The British Council's IELTS Award, along with the scholarship given to me by the Institute, will go a long way, and will open doors to further opportunities."

Aamena's research focuses on the participation of women in peace and development processes in Islamic states, but her wider interests include gender and caste politics, religion and development, and conflict resolution. "From handling quantitative data and familiarising myself with the legal aspects of development, to learning French and adopting a critical lens for looking at development, I am looking forward to the next two years at the Institute, soaking in and absorbing as much as I possibly can."

The Graduate Institute strives to attract the very brightest students from around the world and offers a range of scholarships to potential candidates.

UNE SÉLECTION DE PRIX REÇUS PAR NOS ÉTUDIANTS A SELECTION OF PRIZES AWARDED TO OUR STUDENTS

→ **Prix Pierre du Bois pour l'histoire du temps présent** attribué à la meilleure thèse de doctorat en histoire internationale

JACLYN GRANICK (États-Unis)
Humanitarian Responses to Jewish Suffering Abroad by American Jewish Organizations, 1914–1929

→ **Prix de l'Association des anciens (AAI)** attribué à la meilleure thèse de doctorat

ANNA MKHOYAN (Arménie), doctorat en histoire internationale
La politique russe dans le Caucase du Sud: le cas de l'Arménie (1991-2008)

et **NADIA SARTORETTI** (Italie, Suisse), doctorat en histoire internationale
Mediating Power: The Self in Chinese and Indian Popular Media

→ **Prix Arditi en relations internationales** attribué au meilleur mémoire de master en études internationales ou affaires internationales

GÉRALDINE MERZ (Suisse), master en anthropologie et sociologie du développement
Memoria Histórica in El Salvador and Beyond: The Exploration of a Dynamic Memoryscape

→ **Prix Mariano García Rubio** attribué au meilleur mémoire de master en droit international

ANA LUISA ROCHA BERNARDINO (Portugal)
The Lernaean Hydra of International Law: An Analysis of Legal Self-Referentiality through the Case Law of the International Court of Justice on Circularity and Paradoxes



MAMADOU HÉBIÉ, DOCTEUR DE L'INSTITUT, S'EST VU DÉCERNER LE PRESTIGIEUX PRIX PAUL GUGGENHEIM 2015

Le prix Guggenheim 2015 a été attribué à **MAMADOU HÉBIÉ**, qui a obtenu son doctorat en droit international à l'Institut en 2013 avec la mention *summa cum laude*.

Originaire du Burkina Faso, Mamadou Hébié a pu effectuer ses études à Genève grâce à une bourse octroyée par l'Institut. Il a obtenu en 2006 le master de l'Académie de droit international et de droits humains à Genève, puis en 2007 le diplôme d'études approfondies de l'Institut. Son mémoire de master, intitulé « Les accords conclus entre les puissances coloniales et les chefs locaux », lui a valu le prix Mariano García Rubio, attribué chaque année par le département de droit international. Mamadou Hébié est également diplômé de l'Académie de droit international de La Haye et de la Harvard Law School.

Avec l'obtention du prix Guggenheim, Mamadou Hébié perpétue une tradition d'excellence académique puisque trois personnes de l'Institut, qui sont par la suite devenues professeurs, ont déjà reçu cette distinction: Peter Haggemacher (1981), Marcelo Kohen (1997) et Joost Pauwelyn (2007).

Mamadou Hébié est actuellement enseignant dans le cadre du LLM en règlement international des différends (MIDS) et sera professeur assistant de droit international à l'Université de Leyde dès février 2016.



Kofi Annan congratulates the winning team: Frances Antoinette Cruz, Janina Clare Tan and Yvan Ysmael Yonaha.



THE 2015 GENEVA CHALLENGE – THE ADVANCING DEVELOPMENT GOALS INTERNATIONAL STUDENT COMPETITION CHALLENGES STUDENTS ON RETURN MIGRATION

The Geneva Challenge is an annual competition created thanks to the vision and generosity of Swiss Ambassador Jenö Staehelin and under the patronage of Kofi Annan. It encourages master students to bridge the gap between their studies and real development policy by devising innovative and practical proposals for effecting change.

In 2015, the challenge was to assess how return migration can contribute to social or economic development. Teams from around the world submitted 45 project entries, of which 12 were selected as semi-finalists. The external Jury Panel of policymakers and academics then chose three finalists that were invited to present their project at Maison de la paix in front of the jury.

The first prize was awarded to a team from the University of the Philippines for their project “Assisting the Reintegration of Philippine Return Migrants through Mobile Technology”, which assesses how policymakers can use mobile technology to consolidate information about the needs of return migrants to the Philippines. The second prize was given to a team from the London School of Economics and Political Science & The Architectural Association for their project “Vital Networks: Extending the Agency of Return Migrant Health Workers”, and the third prize to a team from Columbia University for “The Ethics of Remitting: Building a Normative Framework for the Inclusion of Remittances in Policy Discussions on Migration and Development”. The prizes were handed out by Kofi Annan after a keynote speech by Ambassador Lacy Swing, Director General of the International Organization for Migration.

THE INSTITUTE SUPPORTS STUDENT INITIATIVES

Eleven teams of Graduate Institute and University of Geneva students presented their projects at **JUST INNOVATE**'s Demo Day event, held at the Musée d'ethnographie de Genève on 26 November 2015, showcasing innovative solutions to common challenges facing international organisations. Their proposals were judged by a jury of experts as well as by an audience of 250 entrepreneurs, professionals and students.

The *Elisa Asile Challenge* team, consisting of Graduate Institute students Lisa Godd, Lydia Greve and Ebunoluwa Aribido, as well as University of Geneva student Anna Walker, won the audience's prize and the judges' prize. Their project explores how refugees can be better socially and economically integrated into Geneva society, working with Elisa Asile, an organisation providing free legal assistance to asylum-seekers in Switzerland.

“We are very pleased that our ideas were so well received by the audience and judges”, said Lydia Greve. “We hope to make our project a reality in the coming year. Our project involves two main components: a reverse job fair to help refugees better use their professional skills and reduce their dependency on the state, as well as a TEDx event organised by refugees to help engage the wider community and eradicate stigma.”

The other two winning teams were the *P&G Challenge* team, with Pablo Villars, Yanming Kan, Lillian Dafeamekpor and Theo Favre, and the *IOM Challenge* team, with Kwaku Adomako, Brittany Robles, Salome Fischer and Francesca Carini.

The judges included Andrina Beaugger, Co-founder of Just Innovate, Ralph Heinrich, Innovative Policies Chief of the United Nations Economic Commission for Europe, and Bryan Morris, Senior Project Manager of the Global Fund Innovation Hub.

Organised by Just Innovate, the educational initiative founded by Graduate Institute students, the Demo Day was held as part of their Collaborate for Social Impact (C4SI) programme.

“Everything came together”, said Elena Zheglova, Co-director of C4SI. “We could really see the results of the teams' efforts, the growth of the participants, teams and ideas.”

Barzin Aryan, Programme Team Leader of C4SI, said “this was a real pleasure to experience. Demo Day was the product of many weeks of collaboration, and the presentations were extremely powerful. The teams put across their passion for making an impact.”

LA RECHERCHE
RESEARCH



Les centres et programmes de recherche Research Centres and Programmes

Établissement de recherche, l'Institut a pour mission de produire et de diffuser des connaissances sur les enjeux globaux et internationaux du monde contemporain et de contribuer au progrès de la communauté scientifique mondiale, tout en offrant aux acteurs internationaux des analyses pertinentes et utiles à leur action.

EXPERTISE THÉMATIQUE

- Acteurs non étatiques et société civile
- Commerce et intégration économique
- Conflits, règlement des différends et construction de la paix
- Culture, identité et religion
- Droits de l'homme et droit et action humanitaires
- Environnement et ressources naturelles
- Finance et développement
- Migrations et réfugiés
- Politiques et pratiques du développement
- Santé globale

EXPERTISE TRANSVERSALE

- Genre
- Gouvernance

EXPERTISE RÉGIONALE

- Afrique du Nord et Afrique subsaharienne
- Amérique du Nord
- Amérique latine et Caraïbes
- Asie centrale, orientale, du Sud et du Sud-Est
- Europe occidentale, centrale et orientale, Russie
- Moyen-Orient

L'Institut est à même d'offrir une expertise dense grâce à un corps enseignant de haut niveau en même temps que divers par l'origine nationale, le parcours universitaire et les perspectives scientifiques

- la production de ses centres de recherche, qui porte sur les principaux défis du monde contemporain
- la créativité de ses étudiants, en particulier les doctorants, qui forment près de la moitié du corps étudiant

As a research institution, the Institute produces and disseminates knowledge on the global and international challenges of the contemporary world and contributes to the progress of the world's scientific community, while offering policy-relevant analysis to international actors.

THEMATIC EXPERTISE

- Non-state Actors and Civil Society
- Trade and Economic Integration
- Conflict, Dispute Settlement and Peacebuilding
- Culture, Identity and Religion
- Human Rights and Humanitarian Law and Action
- Environment and Natural Resources
- Finance and Development
- Migration and Refugees
- Development Policies and Practices
- Global Health

TRANSVERSAL EXPERTISE

- Gender
- Governance

REGIONAL EXPERTISE

- North and sub-Saharan Africa
- North America
- Latin America and the Caribbean
- Central, East, South and South-East Asia
- Western, Central and Eastern Europe, Russia
- Middle East

The Institute provides a wide range of expertise thanks to

- a teaching faculty which is diverse in geographic origin, academic background and scientific perspective
- the output of its research centres, which focus on the main challenges of today's world
- the creativity of its students, in particular PhD candidates, who form nearly half of the student body

<http://graduateinstitute.ch/research>

À côté des travaux individuels, la recherche à l'Institut est menée dans des centres interdisciplinaires qui forment un milieu intellectuel stimulant, favorisent l'échange entre professeurs et doctorants et renforcent des réseaux d'expertise spécialisés dans les thématiques où Genève et la Suisse ont un avantage comparé. Les centres offrent une interface unique entre le monde académique et la communauté internationale grâce à leur palette d'activités qui vont de la recherche et de l'expertise à l'organisation de débats en passant par l'accueil de chercheurs du monde entier et la contribution à la formation continue de l'Institut.

Alongside individual projects, research at the Institute is carried out by interdisciplinary centres that provide an intellectually stimulating environment, encourage cooperation between professors and PhD candidates, and strengthen networks of expertise in areas in which Geneva and Switzerland have a comparative advantage. The Institute's research centres form a unique interface between academia and the international community through their activities: advanced research, hosting experts from around the world, organising public events and training courses.



JEAN-LOUIS ARCAND

Director, Professor of International and Development Economics

UGO PANIZZA

Deputy Director, Professor of International Economics and Pictet Chair in Finance and Development

→ The Centre for Finance and Development was established in 2012 by the Institute with the support of the Pictet Foundation for Development. Its aim is to contribute to global thinking on the twin topics of finance and development, to serve as an international and interdisciplinary exchange platform to strengthen dialogue and cooperation between international organisations, the academic world and the private sector, to encourage the Graduate Institute's students to focus on Finance and Development related topics, and to help bolster Geneva's role as a major financial centre

→ For the second year, the Centre promoted a "Jobs in Finance and Development Series" for students interested in working in this field, and collaborated with the Geneva-based Sustainable Infrastructure Foundation (SIF) as a Founding Member and Strategic Partner of the International Infrastructure Support System (IISS), an online project preparation platform for public-private partnership (PPP) infrastructure projects, supported by the World Bank and six regional Development Banks

→ 2015 highlights included four major conferences: the IMF-CFD Conference on Financing for Development, with two keynote addresses by José Antonio Ocampo and Jeffrey Sachs, and the publication of the eleven presented papers in a special issue of the *Oxford Review of Economic Policy*; the International Conference on Innovations and the Global Economy, jointly organised by the Alibaba Research Institute (AliResearch), Zhejiang University and the Centre, and held at the Alibaba Group Headquarters in Hangzhou, China; the 20th edition of the DEGIT Conference on Dynamics, Economic Growth and International Trade, jointly organised by the Centre and the University of Geneva, with keynote addresses by Steve Redding, Oleg Ithsoke and Jonathan Eaton from Princeton and Brown University; and the Geneva Roundtable on Sino-Swiss Synergies in Trade Finance, jointly organised by the Centre, HSBC, the Association of Foreign Banks in Switzerland, the Geneva Chamber of Commerce, Industry and Services – and in cooperation with the Swiss Chinese Chamber of Commerce, the Swiss Trading and Shipping Association, and the Geneva Financial Centre – which gathered prominent speakers and panellists from the banking, diplomatic, academic and industry sectors

<http://graduateinstitute.ch/cfd>



KEITH KRAUSE

Director, Professor of International Relations/Political Science

STEPHANIE HOFMANN

Deputy Director, Professor of International Relations/Political Science

- Established in 2008, the Centre on Conflict, Development and Peacebuilding brings together a multi-disciplinary team of 10 faculty associates, 13 staff members and more than 20 affiliates to engage in joint research initiatives in the areas of conflict analysis, peacebuilding and the complex relationships between security and development
- In 2015, work concentrated on several ongoing research projects, as well as on a new wave of fundraising entailing 19 grant submissions. The Centre maintained its active engagement with International Geneva through the organisation of 15 expert workshops and public conferences. It continues to host the Geneva Peacebuilding Platform
- Current research themes include the “insecurity trap” of fragile and conflict-affected states, the importance of sub-state government for tackling drivers of fragility, urban security actors and institutions, the dynamics of cooperation and contestation within and among armed groups, and the modalities of natural resource governance

<http://graduateinstitute.ch/ccdp>



RICHARD BALDWIN

Co-Director, Professor of International Economics

JOOST PAUWELYN

Co-Director, Professor of International Law

- The Centre for Trade and Economic Integration fosters world-class multidisciplinary scholarship aimed at developing solutions to problems facing the world trade system and economic integration in general. In doing so, it marks the Graduate Institute as a global hub for the study of trade and economic integration policy issues
- Key activities during 2015 included: the Eighth Update on Dispute Settlement, an evening event that gathered the chairs of the WTO’s Dispute Settlement Body and its Appellate Body, together with four commentators; a bi-weekly seminar that brought together Geneva-based trade scholars from academic institutions and international organisations; a research workshop exploring reforms to participation in the global governance of health and finance. The Centre also hosted a series of interdisciplinary speakers
- Successful proposals submitted to the Swiss National Science Foundation (SNSF) during 2015 included a project exploring services in global value chains as well as a project to investigate convergence and divergence in international economic law, using the tools of text-as-data analytics and network analysis
- The Centre worked closely with the WTO to host the Model WTO, a simulation of trade negotiations, and the final round of the European Law Students’ Association Moot Court (ELSA Moot Court), a mock WTO trial, in Geneva

<http://graduateinstitute.ch/ctei>



TIMOTHY SWANSON

Co-Director, Professor of International Economics and André Hoffmann Chair in Environmental Economics

LILIANA ANDONOVA

Co-Director, Professor of International Relations/Political Science

- The Centre for International Environmental Studies is dedicated to developing scholarly research and discourse on global environmental challenges. In 2015, the Centre welcomed three new Associated Faculty members from the departments of International Relations/Political Science, International Law, and Anthropology and Sociology of Development
- New research projects on “Environmental Regulation and Economic Competitiveness” and on “Transnational Private Governance for the Environment in China”, funded by the Swiss National Science Foundation (SNSF), started in 2015, while 14 other research projects were still ongoing
- In partnership with the London School of Economics, the Centre organised an international academic conference on “Innovation, Diffusion, Growth and the Environment” bringing together about 100 economic researchers and featuring Professor Philippe Aghion and Lord Nicholas Stern as keynote speakers. It also co-organised with UNEP a side-event at the OECD Global Forum for Green Growth and Sustainable Development in Paris, attended by more than 100 policymakers and researchers
- Throughout 2015, the Centre organised and participated in several public events and contributions to prepare the COP 21 Paris Climate Change Negotiations

<http://graduateinstitute.ch/cies>



VINCENT CHETAIL

Director, Professor of International Law

- The Global Migration Centre conducts advanced research and provides policy-relevant expertise and training on the multifaceted causes and consequences of global migration
- In 2015, efforts were made to deliver independent and scientific research on the complex and sensitive issue of migration. The Centre’s research consisted of no fewer than 11 projects, and 6 proposals were submitted to various funding agencies. Among other successes, the Swiss National Science Foundation awarded Vincent Chetail a two-year grant for a project entitled “Migration and Private Sector: The Responsibilities of Companies in Public International Law”
- The Centre favoured a broad strategy to disseminate its expertise. In addition to 22 academic and policy-oriented publications, the Centre was closely involved in public debates about migration. Hence, not less than 12 events were organised – among them 5 co-organised with partners such as DCAF or UNHCR – and 22 interviews of centre experts featured in local and international media

<http://graduateinstitute.ch/gmc>



THOMAS J. BIERSTEKER

Director, Professor of International Relations/Political Science and Curt Gasteyger Chair in International Security and Conflict Studies

- The Programme for the Study of International Governance offers students, faculty and interested practitioners in International Geneva the opportunity to discuss and critically examine theoretical and empirical research on international governance
- The Programme's core activities during 2015 focused on developing research projects, engaging visiting fellows and organising events, including a public seminar series, closed workshops and seminars for specialised International Geneva audiences
- Research initiatives expanded in 2015, with Professor Thomas Biersteker and Marina Lebedeva, from the Moscow State Institute of International Relations, awarded funding for a two-year project by the Swiss National Science Foundation (SNSF), entitled "International Relations Studies and Education: A Comparative Analysis of Russian, Swiss, and Canadian Approaches". Under the leadership of Professor Cédric Dupont, the Programme also received funding from CERN and the Swiss Mission to the UN to undertake a research project on CERN's contribution to peace. Advisory Faculty member Professor Annabelle Littoz-Monnet organised an SNSF-funded International Exploratory Workshop on "The Production and Uses of Expertise by International Bureaucracies", the outcome of which will be an edited volume

<http://graduateinstitute.ch/psig>



ELISABETH PRÜGL

Director, Professor of International Relations/Political Science

- With six active research projects in 2015, the Programme on Gender and Global Change has established itself as a hub for cutting-edge research on the role of gender in development and international relations. The Programme's funded research projects define its four core areas of strength: feminism and the politics of change; gender, agriculture and rural development; gendered dimensions of violent conflict; and gender and global political economy
- The Programme looks back on a vibrant year of intellectual engagements, having organised five academic workshops and conferences in connection with its funded research projects. The Programme has significantly expanded its role as a platform for engagement and dialogue with International Geneva and contributed expertise to a growing list of international and multilateral activities. Its Gender Seminar Series continues to flourish, nourishing a cross-disciplinary network of faculty and students within the Institute

<http://graduateinstitute.ch/genre>



Organisation mondiale de la santé.



ILONA KICKBUSCH

Director, Adjunct Professor

- The Global Health Programme has successfully positioned itself as an applied research programme focusing on global health diplomacy and governance of the global health domain within International Geneva but also worldwide. Both pillars are closely interlinked and hence, activities are often implemented hand-in-hand in both areas
- Finally, the Programme has continued to successfully implement executive training courses and high-level seminars in global health diplomacy, training 215 professionals in global health diplomacy in 2015. Two new specialised courses, "Trade, Diplomacy and Global Public Health" and "Global Health Diplomacy and the Humanitarian Space", were introduced and a flagship francophone course took place in cooperation with the École nationale d'administration (ENA) in Dakar, Senegal. Online training for WHO Country Representatives complemented these activities
- In 2015, the research focus remained on applied policy research, accompanied by expert advice, policy dialogues and publications. The programme won a SNIS project on "How to Break the Gridlock in Global Health Governance" and has started a second large research project on "Polio Eradication: Overcoming the Final Barriers and Ensuring a Lasting Legacy for Health Systems" with the support of the Bill and Melinda Gates Foundation. These new projects are aligned with earlier research projects and partnerships which the Programme has started successfully in preceding years
- Many other partnerships were continued by the Programme over the year. Most importantly, the Programme was recognised as a *WHO Collaborating Centre on Governance for Health and Global Health Diplomacy*

<http://graduateinstitute.ch/globalhealth>



- In the context of International Geneva, the Programme has acted as an important think tank and neutral platform, reaching out to the many actors in Geneva and beyond. Twelve major public events were organised by the Programme, with an average outreach of more than 150 persons. The "Briefing for New WHA Delegates" and the first ever meeting of global health policy think tanks and academic institutions were two particularly important events that manifested the importance of Geneva as a strategic location for policy and intellectual debates



Les programmes associés Associated Programmes

À côté de la recherche universitaire, l'Institut accomplit des contrats d'expertise ou de recherche appliquée pour un certain nombre de gouvernements et d'organisations internationales.

Il effectue en particulier pour le gouvernement suisse – principalement le Département fédéral des affaires étrangères (DFAE), la Direction du développement et de la coopération (DDC) et le Secrétariat d'État à l'économie (SECO) – une série de contrats qui vont de la recherche appliquée (Bilateral Assistance and Capacity Building for Central Banks, Small Arms Survey) à la gestion de plateformes internationales (Geneva Peacebuilding Platform, Network for International Policies and Cooperation in Education and Training – NORRAG) et à la réalisation de programmes de formation continue.

In addition to academic research, the Institute provides commissioned expertise and applied research for a number of governments and international organisations.

For the Swiss government (mainly the Federal Department of Foreign Affairs, the Agency for Development and Cooperation, and the State Secretariat for Economic Affairs), the Institute has been mandated to carry out applied research (Bilateral Assistance and Capacity Building for Central Banks, Small Arms Survey) and to manage international platforms (the Geneva Peacebuilding Platform, Network for International Policies and Cooperation in Education and Training – NORRAG) as well as to conduct Executive Education programmes.

BILATERAL ASSISTANCE AND CAPACITY BUILDING FOR CENTRAL BANKS

Funded by the Swiss State Secretariat for Economic Affairs (SECO)

CÉDRIC TILLE

Director, Professor of International Economics

- This Programme builds on the Graduate Institute's longstanding expertise in providing tailored technical assistance to partner countries. It supports the development of research skills in partner institutions with coaching by Institute faculty, as well as providing researchers the opportunity to spend a semester at the Institute
- Synergies across the countries are developed through an annual conference and regional workshops that bring together high-level academics, policymakers and senior figures from central banks. The 2015 annual conference, "Exchange Rate Policy: Limits to Flexibility, Capital Controls, and Reserve Management", was held jointly with SECO in Geneva
- The Programme organises a series of technical assistance expert missions in participating countries. It also supports research projects in partner central banks through a coaching of researchers by Graduate Institute professors and semester-long visits at the Institute
- In 2015, the Programme held its first Executive Education course, "Interacting with International Financial Institutions", a tailor-made course for central bankers and drawing on the Graduate Institute alumni in policy institutions

<http://graduateinstitute.ch/bcc>

THE GENEVA PEACEBUILDING PLATFORM

Funded primarily by the Swiss Federal Department of Foreign Affairs

Partners: The Institute's Centre on Conflict, Development and Peacebuilding (CCDP), Geneva Centre for Security Policy (GCSP), Interpeace, Quaker United Nations Office (QUONO)

ACHIM WENNMANN

Executive Coordinator

- With a network of over 4,000 peacebuilding professionals and over 60 institutions, the Geneva Peacebuilding Platform facilitates interaction between different institutions and sectors, advances new knowledge and understanding of peacebuilding issues, and helps build bridges between International Geneva, the United Nations peacebuilding architecture in New York, and peacebuilding activities in the field
- Founded in 2008, the Platform provides policy advice and services; the continuous exchange of information through seminars, consultations and conferences; and outcome-focused peacebuilding dialogues
- 2015 saw a marked increase in interest and participation in some of the Platform's key initiatives, including the Geneva Peace Talks and Geneva Peace Week, as well as networking activities targeted at the city level and with the business community

<http://gpplatform.ch>

NORRAG – NETWORK FOR INTERNATIONAL POLICIES AND COOPERATION IN EDUCATION AND TRAINING

Funded primarily by the Swiss Agency for Development and Cooperation and the Open Society Foundations

MICHEL CARTON

Executive Director

JOOST MONKS

Managing Director

- NORRAG informs, challenges and influences policy-making and dialogue on international education and training policies at the national, regional and international levels. Established in 1985, it now has more than 4,500 members in over 160 countries from academia, NGOs, policymakers, consultants, foundations and the private sector. NORRAG's objectives are to stimulate and disseminate evidence-based and timely critical analysis; to broker knowledge at the interface between research, policy and practice; and to act as an incubator for new ideas and cross-sectorial approaches
- NORRAG's main outputs include policy dialogue events and workshops, knowledge products, networking and capacity development ("global South" partnerships)

- These objectives are reflected in its streams of work, namely: (1) education and training policies in the Agenda 2030, (2) global governance of education and training, (3) violence, youth and education, (4) international perspectives on technical and vocational skills development (TVSD) policies. These streams are developing collaborations with research centres, programmes and staff of the Institute, as well as with a variety of international and local partner institutions

- Highlights in 2015 included the successful start of the collaborative programme with the University of the Witwatersrand in Johannesburg in the field of technical and vocational skills development (TVSD), the set-up of a major series of policy dialogue events around the SDGs in Geneva and New York, as well as the prominent integration of NORRAG's seminal work and knowledge production on the topic of urban violence, youth and education into the international policy agenda

→ www.norrag.org

THE SMALL ARMS SURVEY

Funded by the Swiss Federal Department of Foreign Affairs and current or recent contributions from the governments of Australia, Belgium, Denmark, Finland, France, Germany, the Netherlands, New Zealand, Norway, Sweden, the United Kingdom and the United States as well as the European Union

ERIC BERMAN

Managing Director

- Established in 1999, the Small Arms Survey is a global centre of excellence whose mandate is to generate impartial, evidence-based and policy-relevant knowledge on all aspects of small arms and armed violence. It serves as a resource for governments, policymakers, researchers and civil society
- In 2015, the Survey produced over 30 publications including the *Global Burden of Armed Violence 2015: Every Body Counts*, in support both of the Geneva Declaration on Armed Violence and Development and of Sustainable Development Goal (SDG) 16

→ <http://smallarmssurvey.org>

Les centres conjoints avec l'Université de Genève Joint Centres with the University of Geneva

GENEVA CENTER FOR INTERNATIONAL DISPUTE SETTLEMENT

GABRIELLE KAUFMANN-KOHLER

Co-Director, Professor of Law at the University of Geneva

ZACHARY DOUGLAS

Co-Director, Associate Professor of International Law

- The Center works on international dispute settlement in broad terms, including international commercial, investment and sports arbitration, WTO dispute settlement, proceedings before the International Court of Justice, negotiation and mediation. It conducts cutting-edge research and provides full-time postgraduate legal education in the field of international dispute settlement

- In 2015, the Center continued to develop its SNSF research project on the "Impact of Investment Arbitration on

Governance"; and started new research in cooperation with the United Nations Commission on International Trade Law. It organised a conference entitled "International Dispute Settlement at the Crossroads of Public and Private International Law". It launched a doctoral seminars programme for Swiss-based PhD candidates as well as a dual-degree LLM programme with the National University of Singapore

→ www.cids.ch

GENEVA CENTRE FOR EDUCATION AND RESEARCH IN HUMANITARIAN ACTION

DORIS SCHOPPER

Director, Professor at the Faculty of Medicine of the University of Geneva

- The Centre is the humanitarian platform in Geneva's academic environment, offering a variety of training and diplomas to humanitarian professionals and conducting multi-disciplinary research on topics of humanitarian action
- 2015 highlights include: quality accreditation of the Master's course; launching an eight-month Distance Learning CAS "Designing Strategies and Projects for Humanitarian Action"; a successful seminar on "Sexual Violence in Conflict Settings

and Emergencies"; development of a new thematic seminar on negotiation; and a five-week MOOC on "Humanitarian Communication: Addressing Key Challenges"

- The Centre also initiated work on a large interdisciplinary research project, "Encyclopedia of Humanitarian Action", which will contribute to improving the quality of humanitarian policies and operational responses

→ www.cerahgeneve.ch

GENEVA ACADEMY OF INTERNATIONAL HUMANITARIAN LAW AND HUMAN RIGHTS

ROBERT ROTH

Director, Professor of Law at the University of Geneva

- The Geneva Academy of International Humanitarian Law and Human Rights provides postgraduate education, conducts academic legal research and policy studies, and organises training courses and expert meetings. It concentrates on branches of international law that relate to situations of armed conflict, protracted violence, and protection of human rights

- In 2015, the Geneva Academy pursued cutting-edge scientific research that addresses central dilemmas and challenges to the implementation of international humanitarian law (IHL), notably via the first academic Commentary on the Geneva Conventions edited by leading international law professors

→ www.geneva-academy.ch

*LA FORMATION CONTINUE
EXECUTIVE EDUCATION*



Les programmes de formation continue

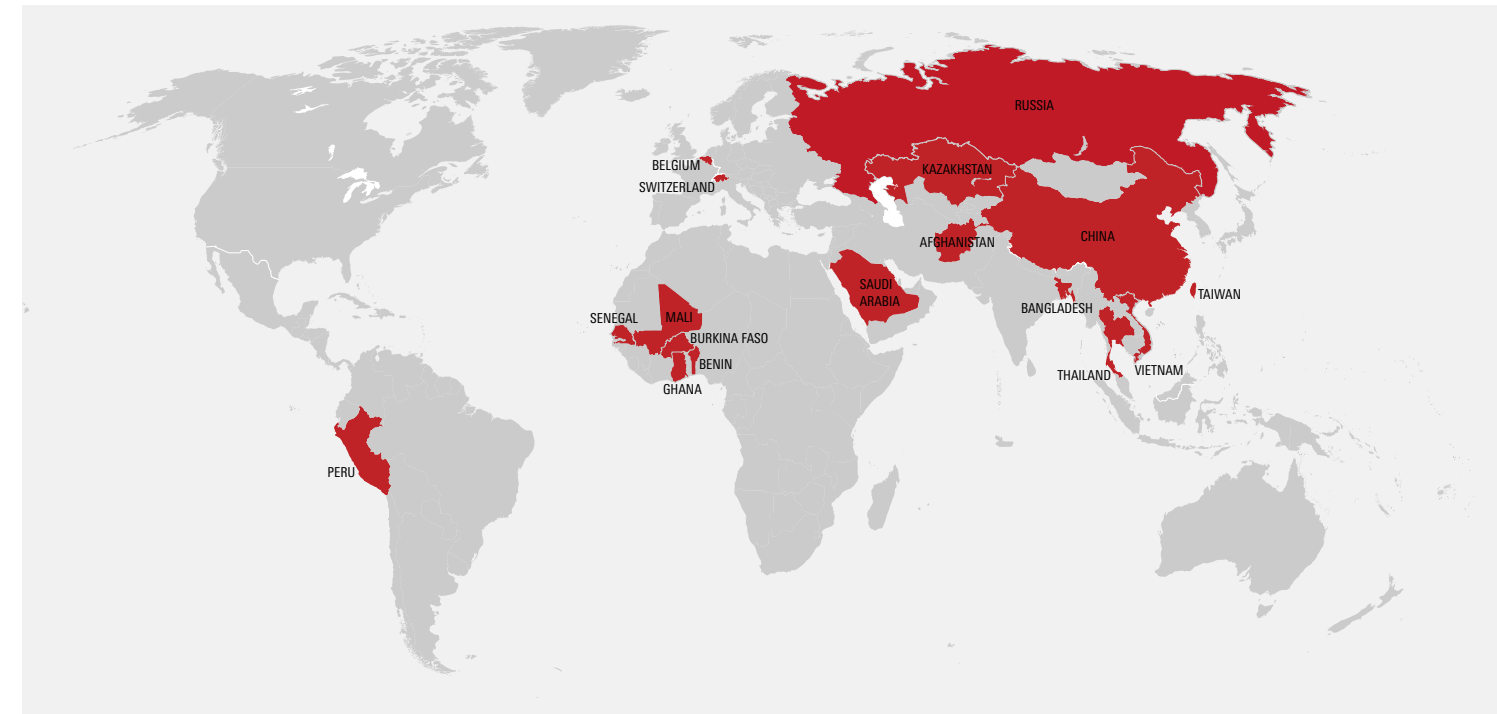
Executive Education Programmes

Les programmes de formation continue attirent des participants qui viennent du monde entier et de tous les secteurs d'activité et qui cherchent à développer leur profil de carrière ou à préparer un changement d'orientation. Les participants aux programmes à temps partiel ont une moyenne d'âge de 39 ans.

En 2015, la formation continue a offert plus de 30 programmes. Les programmes diplômants ont accueilli près de 190 participants, les programmes courts près de 100 participants et les programmes sur mesure plus de 400 participants.

The Executive Education programmes attract participants from all over the world with an average age of 39 for part-time participants. Participants come from all economic sectors and share the objective of enriching their professional profiles or preparing for a career change.

In 2015, the Executive Education conducted more than 30 programmes. Some 190 participants completed Executive Education degree-granting programmes, close to 100 participated in short programmes, and more than 400 professionals participated in customised programmes.



Programmes diplômants Degree Programmes	Advocacy in International Affairs Business and Public Policy Development Policies and Practices Environmental Governance Genre et Développement Global Health International Law International Negotiation and Policy-Making International Oil and Gas Leadership
Programmes courts Short Programmes	Gestion stratégique de projets de développement Global Health Diplomacy Intellectual Property, Diplomacy and Global Public Health Multilateralism Trade Diplomacy and Public Health
Programmes sur mesure Customised Programmes	See p. 59

IN 2015, EXECUTIVE EDUCATION CONDUCTED PROGRAMMES FOR ORGANISATIONS AND WITH PARTNERS FROM 17 COUNTRIES ALL OVER THE WORLD

LATIN AMERICA

→ **Peru** Executive Master in Development Policies and Practices (DPP Programme) in partnership with El Centro de Estudios y Promoción del Desarrollo

AFRICA

→ **Benin** Certificate of Advanced Studies en genre et développement

→ **Burkina Faso** DPP Programme in partnership with Yam Pukri

→ **Ghana** DPP Programme in partnership with the University of Ghana Business School

→ **Mali** DPP Programme in collaboration with the Institut supérieur de technologies appliquées (ISTA)

→ **Senegal** Executive Course en diplomatie et santé

EUROPE

→ **Belgium** Executive Master in International Negotiation and Policy-Making

→ **Russia** for Civil Servants of Russia

→ **Switzerland** for diplomats, civil servants and executives from the private, public and non-profit sectors

ASIA

→ **Afghanistan** Executive Master in Development Policies and Practices (DPP Programme)

→ **Bangladesh** for Civil Servants of Bangladesh

→ **China** for (1) Senior Management members of a state-owned company and (2) Chinese Civil Servants in partnership with HEC Lausanne

→ **Kazakhstan** Executive Master in Development Policies and Practices (DPP Programme) in partnership with KIMEP University

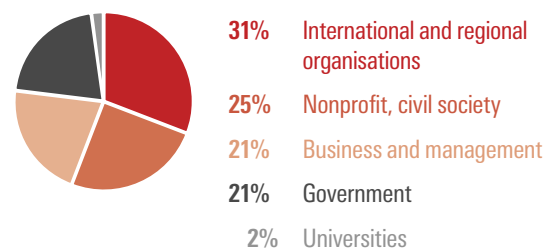
→ **Saudi Arabia** Training Programme for a private company

→ **Taiwan** for Officials from Taiwanese Ministries

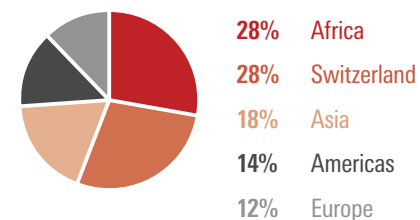
→ **Thailand** for Judges from the Judiciary of Thailand

→ **Vietnam** Executive Master in Development Policies and Practices (DPP Programme) in partnership with the Asian Institute of Technology in Vietnam (AIT-VN)

PARTICIPANTS' EMPLOYMENT BY SECTOR



PARTICIPANTS' RESIDENCE



<http://graduateinstitute.ch/executive>



EXECUTIVE EDUCATION CONTRIBUTES TO RETHINKING ENVIRONMENTAL GOVERNANCE

2015 saw major international efforts to address climate change, to combat environmental degradation and to promote sustainable development. Executive Education contributed to this important year for the environment with two innovative projects.

First, it offered a new Executive Certificate in Environmental Governance. This programme provides practical focus on four core topics (food, water, climate change and energy), complementing an introductory module on global environmental governance. Lecturers from academia, science, policy and business organisations give the participants a 360-degree view of the challenges and opportunities for decision-makers in the field of environment today. With participants from extremely varied backgrounds, working sectors, as well as geographical origin – some travelling from as far as the United States and Africa to join the programme – peer-to-peer interaction was one of the highlights of the Certificate.

Executive Education also designed and facilitated a simulation workshop during the Conference of the Parties of the United Nations Convention to Combat Desertification (UNCCD), which took place in Ankara in October. The objective was to highlight critical choices related to the design and implementation of public policies. The focus was on policies aiming at land degradation neutrality – proclaimed a key organising principle of UNCCD by the COP – but the simulation tool designed can actually be further applied to any policy-making process.

With these activities, Executive Education pursues its mission to reinforce leadership and foster better-informed decision-making among leaders from all sectors.

INP PARTICIPANTS MADE A TWO-DAY VISIT TO BRUSSELS TO UNDERSTAND EU COMPLEXITY

Participants from the Executive Master in International Negotiation and Policy-Making (INP) visited Brussels, one of the world's most influential policy hubs. The trip, organised by course instructor Robert Weibel, included private meetings with European Parliament representatives, civil servants, advisers and lobbyists, revealing how the EU's unique governance structure incentivises consensus-building in the policy-making process.

Business Europe, an organisation of national business federations, told the group about the challenge of reaching agreement when each member state has its own legislative agenda. Negotiations, therefore, are often informal, conducted behind the scenes and well in advance of direct public engagements or official statements.

At the European Commission, students learned how politics can trump consensus if an initiative is perceived to encroach on national sovereignty or competitiveness, while a visit to the European External Action Service revealed how informal diplomatic influence is sought in order to build alignment of policy.

At the European Parliament, a Dutch member of the Parliament explained the challenges when negotiating on files where regional interests or issues of national competitiveness come to the forefront. The final visit was to the European Council, where a Head of Unit explained the process for maintaining stability of governance during the constant rotation of Council Presidencies.

While in Brussels, the group conducted a simulated negotiation. Participants were required to negotiate through a series of informal-to-formal dialogues using EU rules of procedure, an exercise which highlighted the behaviours and negotiation strategies and tactics required for succeeding in the EU context.

This visit to Brussels is one example among many of the learning journeys that are organised as part of the INP, an executive master designed for mid-career and senior leaders from across sectors and from Geneva and beyond.



“The INP expanded my perspective on the geopolitical dynamics in the turbulent times of today, and equipped me with skills and knowledge to better assist in elevating the role of Bulgaria in the international process. During the programme I met extraordinary people aspiring to be agents of change for the world of tomorrow.”

SASHA BEZUHANOVA (INP graduate, 2015) is the co-founder of MoveBG, a civil platform for democracy, public discussions and debates on the national policies for the development of a modern Bulgaria. Before leaving the private sector after more than 20 years of experience, her last position was Director of Public Sector for the World Growth Markets at Hewlett-Packard (HP). During her time at HP, she had also managed its Central/Eastern Europe public sector business and had been the General Manager of Hewlett-Packard Bulgaria for more than ten years. In 2015, she was selected as one of the top 100 “leader-innovators” in Central and Eastern Europe in the “New Europe 100” annual ranking.

Sasha is Chair of the Boards of the European Centre for Women and Technology, the Bulgarian Centre for Women and Technology, the Bulgarian School of Politics, and the Technical University in Sofia; she is also the co-founder and board member of the Initiative for Social Empowerment. She was named Digital Woman of Europe for 2013 and holds many other national and European awards for her contribution to social development.

A photograph of a man in a dark grey suit and tie walking on a stage. He is gesturing with his right hand raised. The audience, consisting of many people in business attire, is seated in bleachers and is clapping. The setting appears to be a large indoor arena or conference hall with modern lighting.

*LES ACTIVITÉS DE FORUM
FORUM ACTIVITIES*

L'Institut contribue au débat intellectuel et à la réflexion prospective sur les principales problématiques du monde contemporain et sur des thématiques majeures telles que le commerce, les conflits, l'environnement, les migrations, la santé, les questions de genre et de gouvernance, les rapports entre finance et politique ainsi que ceux entre religion et politique.

En 2015, l'Institut a continué à offrir à sa communauté (étudiants, enseignants, anciens étudiants et collaborateurs administratifs) et au public de la Genève internationale un large éventail d'événements publics et privés. Il a dépassé de 20% le record de 2014 s'agissant tant du nombre de manifestations organisées que du nombre de participants à ces événements. Il a aussi continué à développer ses partenariats, qui incluent, en plus des organisations internationales et des missions permanentes à Genève, des organisations non gouvernementales, des fondations et des associations d'affaires. Cet essor est en phase avec la stratégie de l'Institut qui vise à devenir un espace de discussions rassemblant de multiples acteurs. Pour finir, l'Institut a accueilli des projections de film et des tables rondes, à la fois avec des partenaires (ONUG, OIM, HCR) et dans le cadre de Ciné@IHEID (voir p. 67), ainsi qu'un événement TED sur le rôle de Genève.

De tels partenariats permettent de soutenir le développement professionnel de nos étudiants, de contribuer à une recherche pertinente pour les politiques et d'accroître notre rayonnement.

The Institute contributes to intellectual debate and forward-looking reflection on the main challenges of today's world and on major issues such as trade, conflict, environment, migration, health, gender and governance, as well as the links between finance and politics, and those between religion and politics.

In 2015, the Institute continued to provide its community (students, faculty, alumni and staff) and the Geneva international public with a wide range of public and private events, surpassing the record year of 2014 by 20%, both in terms of number of events organised and number of event participants. It also continued to expand its events partnerships to include, in addition to international organisations and permanent missions in Geneva, non-governmental organisations, foundations and business associations. This development is in line with the Institute's strategy to become a space for multistakeholder discussion. Finally, the Institute hosted a number of film screenings and panels, both with partners (UNOG, IOM, UNHCR) and as part of Ciné@IHEID (see p. 67), as well as a TED event on the role of Geneva.

Events partnerships support the professional development of our students, contribute to our policy-relevant research and significantly increase our outreach.

<http://graduateinstitute.ch/events>

Les conférences publiques en 2015 Public Lectures in 2015

Cette année, l'Institut a eu le plaisir d'accueillir des personnalités exceptionnelles, parmi lesquelles :
This year, the Institute had the pleasure to welcome outstanding international figures, among whom:

- **KOFI ANNAN** former UN Secretary-General, Nobel Peace Prize Laureate
- **ROBERTO AZEVÉDO** Director-General of the World Trade Organization
- **JOSÉ MANUEL BARROSO** ancien président de la Commission européenne
- **GRO HARLEM BRUNDTLAND** former Prime Minister of Norway
- **MARGARET CHAN** Director-General of the World Health Organization
- **MICHAEL COOK** Professor of Near Eastern Studies at Princeton University
- **PASCAL COUCHEPIN** ancien conseiller fédéral et président de la Confédération suisse en 2003 et en 2008
- **YVES DACCORD** Director-General of the International Committee of the Red Cross
- **COBUS DE SWARDT** Managing Director of Transparency International
- **KEMAL DERVIŞ** Vice-President for Global Economics and Development at the Brookings Institution and former Minister for Economic Affairs and the Treasury of Turkey
- **CRISTINA DUARTE** Minister of Finance and Planning, Republic of Cabo Verde
- **LUC FERRY** philosophe et ancien ministre français de la Jeunesse, de l'Éducation nationale et de la Recherche
- **ANTÓNIO GUTERRES** Haut-Commissaire des Nations Unies pour les réfugiés
- **MICHEL JARRAUD** secrétaire général de l'Organisation météorologique mondiale
- **HINA JILANI** Human Rights Defender
- **IVAN KRASTEV** Chairman of the Centre for Liberal Strategies and Founding Board Member of the European Council on Foreign Relations
- **GEIR LUNDESTAD** former Director of the Norwegian Nobel Institute
- **MARGARET MACMILLAN** Professor of International History at St Antony's College, University of Oxford
- **MONCEF MARZOUKI** ancien chef d'État tunisien
- **STEPHEN O'BRIEN** United Nations Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator
- **PAUL POLMAN** CEO of Unilever
- **PRINCE ZEID RA'AD AL HUSSEIN** UN High Commissioner for Human Rights
- **WILLIAM LACY SWING** Director General of the International Organization for Migration
- **ELHADJ AS SY** Secretary General of the International Federation of Red Cross and Red Crescent Societies
- **NGAIRE WOODS** Dean of Blavatnik School of Government, University of Oxford



Performance by the New York theater group "Girl Be Heard".

THE ELDERS

On 27 October 2015, the Graduate Institute welcomed The Elders, an independent group of global leaders who work together for peace and human rights, for a public debate on the Syrian refugee crisis.

The event, moderated by Graduate Institute Assistant Professor Melanie Kolbe, featured the participation of former UN Secretary-General Kofi Annan, former Prime Minister of Norway Gro Harlem Brundtland, UN High Commissioner for Human Rights Zeid Ra'ad Al Hussein, human rights defender Hina Jilani and International Organization for Migration Director-General William Lacy Swing. Among those in attendance were former Finnish President Martti Ahtisaari, former UN Special Representative to Syria Lakhdar Brahimi, former Irish President Mary Robinson and former Mexican President Ernesto Zedillo.

The event highlighted the need for courageous policy responses to what William Swing called an "unprecedented era" of migration due to population growth, humanitarian disasters, conflicts, climate change and globalisation. Hila Jilani explained how in Pakistan, millions of people wish to move abroad because of ongoing conflict and the natural aspiration to seek a better life for their families.

High Commissioner Zeid reminded politicians of their responsibility not to stigmatise refugees and migrants, saying that "disgraceful, avoidable human suffering is being generated. If we don't accept this is a collective responsibility, we strip ourselves of our collective conscience". Gro Harlem Brundtland reiterated this point, saying that "too many leaders are not only shy when it comes to making this case to their people, they fundamentally lack the courage to do so".

Kofi Annan focused on the armed conflict at the root cause of the Syrian migrant crisis, saying that armed opposition groups would need to be part of any peace deal, and calling on the "governments who are funding the war" to work together to bring this about.

"Eventually you will deal with them (the armed groups), you will talk to them, but you have to organise it in such a way that those who are pulling the strings, that those who have influence on them, that those who have funded the war, will come together to say 'this is it, we're not going to fund it any more'."

En plus de conférences publiques, de tables rondes et de colloques académiques, l'Institut accueille d'autres types d'événements :

In addition to public lectures, panel debates and academic conferences, the Institute hosts a wide range of events:

FILM SCREENINGS AND PUBLIC DEBATES

In 2015, the Institute launched a series of films followed by public debates under the label Ciné@IHEID. The first series comprised three award-winning films on the theme of "Political Transitions", examining cinema's role in raising awareness and shaping collective memories during times of regime change. The first film, *The Square*, is a documentary by Jehane Noujaim which takes the audience on an exhilarating ride through the series of revolutions and counterrevolutions which shook Egypt

(and the Arab world) in 2011. The next film, *No*, starring Gael García Bernal, is a drama about how advertising influenced Chile's 1988 referendum to depose dictator Augusto Pinochet. The last film, *No End in Sight*, sheds light on the period following the 2003 US invasion of Iraq. A number of other films completed the Institute's programme and were screened in partnership with Geneva-based international and non-governmental organisations (CINE-ONU, FIFDH, FIFOG, Human Rights Watch).

FESTIVAL D'HISTOIRE « CONSTRUIRE LA PAIX »

La première édition des Rencontres de Genève Histoire et Cité s'est tenue du 13 au 16 mai sous la présidence honoraire de Kofi Annan, président de la Fondation Kofi Annan et Prix Nobel de la paix. Créée par la Maison de l'histoire de l'Université de Genève en collaboration avec l'Institut, cette manifestation a permis à plus de 300

invités de se retrouver pour partager et échanger avec le grand public sur la thématique « Construire la paix ». Pas moins de 174 activités étaient organisées, dont un certain nombre par l'Institut dans la Maison de la paix. Ce festival a attiré plus de 9000 visiteurs.

"GIRL BE HEARD" PERFORM AT THE INSTITUTE

On 19 November 2015 the Institute hosted the renowned theatre company "Girl Be Heard" for an inspirational, fast-paced evening of drama and debate. Telling stories through music and theatre, the performance highlighted the challenges which teenage girls face, revealing how young women can become brave, socially conscious leaders in their communities. The show was introduced by United States Ambassador Pamela Hamamoto and Professor Elisabeth Prügl, Director of the Institute's Programme on

Gender and Global Change. It was followed by a dialogue with the audience, exploring opportunities to empower women and girls to lead healthy, fulfilling lives, safe from violence. The event was organised in partnership with the United States Mission in Geneva as part of the Future She Deserves initiative, which leverages Geneva-based institutional mechanisms and multilateral fora so that women and girls have the opportunities they deserve to fulfil their promise.

LES MOYENS
RESOURCES



Le financement Funding

2004 – 2008 – 2012

REVENUS DE L'INSTITUT en francs suisses	%	2004 HEI + IUED	%	2008 IHEID	%	2012 IHEID
SUBVENTIONS PUBLIQUES, dont	60 %	24 737 075	60 %	37 208 158	55 %	35 206 895
Canton de Genève – Département de l'instruction publique (DIP)		11 418 000		13 498 000		14 627 250
Confédération – Département fédéral de l'intérieur (DFI – SER)		10 557 610		13 368 000		18 322 000
Accord intercantonal universitaire (AIU)		1 865 824		2 466 248		723 201
REVENUS HORS SUBVENTIONS, dont	5 %	2 220 245	4 %	2 480 162	10 %	5 978 172
Overheads de la recherche		–		350 982		1 564 114
Droits d'inscription		1 133 590		1 491 408		1 949 007
Formation continue (droits d'inscription et recettes)		–		673 411		1 600 864
FONDS AFFECTÉS	35 %	14 570 123	36 %	22 070 491	35 %	22 510 446
TOTAL DES REVENUS		41 527 443		61 758 811		63 695 513

2013 – 2014 – 2015

REVENUS DE L'INSTITUT en francs suisses	%	2013 IHEID	%	2014 IHEID	%	2015 IHEID
SUBVENTIONS PUBLIQUES, dont	42 %	33 021 057	41 %	33 017 771	39 %	33 256 774
Canton de Genève – Département de l'instruction publique (DIP)		14 448 115		14 448 115		14 303 634
Confédération – Département fédéral de l'intérieur (DFI – SER)		16 972 000		17 246 830		17 525 782
Accord intercantonal universitaire (AIU)		571 599		748 890		769 295
REVENUS HORS SUBVENTIONS, dont	12 %	9 201 502	18 %	14 428 751	20 %	17 723 723
Overheads de la recherche		1 755 599		1 677 420		1 270 889
Droits d'inscription		2 136 635		2 512 518		2 937 153
Formation continue (droits d'inscription et recettes)		3 014 002		3 965 184		2 708 053
FONDS AFFECTÉS	46 %	36 410 948	41 %	32 354 012	41 %	35 090 965
TOTAL DES REVENUS		78 633 507		79 800 534		86 071 462

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• It follows: $M = DEP = \frac{DEP}{BASE} BASE = \frac{1}{res} BASE$

$$5,000,000\$ = \frac{1}{0.2} 1,000,000\$$$

• Problem: If everybody wants to withdraw his deposit, the bank cannot service the withdrawals (bank run risk)

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—A

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PhD, Harvard University
→ International organisations
→ Transnational governance
→ Environmental politics

JEAN-LOUIS ARCAND

Professor of International and Development Economics
PhD, MIT
→ Development microeconomics
→ Impact evaluation
→ Applied microeconometrics

BRUNO ARCIDIACONO

Professor of International History
PhD, Graduate Institute of International Studies, University of Geneva
→ History of international relations 1815–1945
→ Armed conflicts, violence
→ World wars

GARETH AUSTIN

Professor of International History
PhD, University of Birmingham
→ History of economic development
→ History of slavery
→ History of capitalism

—B

GOPALAN BALACHANDRAN

Professor of International History and Politics
PhD, University of London
→ Financial and labour history
→ Transboundary economic and cultural flows
→ Postcoloniality, Global South

RICHARD E. BALDWIN

Professor of International Economics
PhD, MIT
→ International trade
→ Regionalism
→ Political economy of trade liberalisation

JEAN-FRANÇOIS BAYART

Professor of Anthropology and Sociology of Development
Chaire Yves Oltramare Religion et politique dans le monde contemporain
PhD, Institut d'études politiques, Paris
→ Religion et politique
→ Culture matérielle, techniques du corps et subjectivation politique
→ La formation de l'État en Afrique et en Asie antérieure (Turquie, Iran)
→ Sociologie historique et comparée du politique

NICOLAS BERMAN

Associate Professor of International Economics
PhD, University of Paris 1 Panthéon-Sorbonne
→ International trade
→ Applied econometrics
→ Globalisation

ADITYA BHARADWAJ

Research Professor of Anthropology and Sociology of Development
PhD University of Bristol
→ Biomedicine
→ Biotechnologies
→ Reproductive health and technologies

RAVI BHAVNANI

Professor of International Relations/Political Science
PhD, University of Michigan, Ann Arbor
→ Ethnicity and identity
→ Civil conflict and violence
→ Computational modelling

ANDREA BIANCHI

Professor of International Law
PhD, University of Milan
→ International law theory
→ Use of force and terrorism
→ Human rights and international humanitarian law

THOMAS J. BIERSTEKER

Professor of International Relations/Political Science
Curt Gasteyer Chair in International Security and Conflict Studies
PhD, MIT
→ International relations theory
→ Governance and international organisations
→ UN targeted sanctions

RICCARDO BOCCO

Professor of Anthropology and Sociology of Development
PhD, Sciences Po, Paris
→ States, violence and the politics of memory
→ Armed conflicts, internally displaced persons and refugees
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NICOLE BOURBONNAIS

Assistant Professor of International History
PhD, University of Pittsburgh
→ Global population and reproductive politics
→ Gender, sexuality and nationalism
→ Transnational activism in history

GIAN LUCA BURCI

Adjunct Professor of International Law
Laurea in giurisprudenza (equivalent to JD), University of Genoa
→ International health law and governance
→ International law
→ Law of international organisations

—C

FILIPE CALVÃO

Assistant Professor of Anthropology and Sociology of Development
PhD, University of Chicago
→ Natural resources, mining and extractive economies
→ Anthropology of corporations, corporate social responsibility
→ Materiality and digital economies, commodities and labor
→ Postcolonial state, security and violence in Africa

GILLES CARBONNIER

Professor of Development Economics
PhD, University of Neuchatel
→ International development cooperation
→ Energy and development
→ Humanitarian crises and responses, political economy of armed conflicts

VINCENT CHETAIL

Professor of International Law
PhD, Paris 2 Panthéon-Assas
→ Human rights
→ Migration policies and law
→ International organisations, UN

ANDREW CLAPHAM

Professor of International Law
PhD, European University Institute, Florence
→ International human rights law
→ Laws of war
→ International obligations of non-state actors

—D

SLOBODAN DJAJIC

Professor of International Economics
PhD, Columbia University
→ Immigration policy
→ International cooperation on migration issues
→ Illegal immigration
→ Saving behaviour of migrants and its implications for their countries of origin

ZACHARY DOUGLAS

Associate Professor of International Law
PhD, Cambridge University
→ Interface between private and public international law
→ International investment law
→ International dispute settlement

YVAN DROZ

Senior Lecturer in Anthropology and Sociology of Development
PhD, University of Neuchatel
→ Agriculture, landscape and rural space
→ Religious anthropology and millenarianism
→ Processes of legitimisation and identity construction

CÉDRIC DUPONT

Professor of International Relations/Political Science
PhD, Graduate Institute of International Studies, University of Geneva
→ Political economy of national and international responses to economic crises
→ Cooperation and conflict among international organisations
→ Agenda-setting in international economic negotiations

—F

MARC FLANDREAU

Professor of International History and International Economics
PhD, jointly awarded by the EHESS, Paris, and the London School of Economics
→ International monetary and financial system
→ History of the sovereign debt markets
→ History of relations between media, finance and politics

—G

PAOLA GAETA

Professor of International Law
PhD, European University Institute, Florence
→ International criminal law
→ International law on immunities
→ Civil remedies for serious violations of human rights

CHRISTOPHE GIRONDE

Senior Lecturer in Development Studies
PhD, Graduate Institute of International Studies, University of Geneva
→ Agriculture, land and rural development
→ Redistribution policies, social inequalities, poverty
→ Development, cooperation and aid policies

—H

JUSSI HANHIMÄKI

Professor of International History
PhD, Boston University
→ History of international relations
→ Transatlantic relations
→ International organisations, UN

STEPHANIE HOFMANN

Associate Professor of International Relations/Political Science
PhD, Cornell University
→ International (European and transatlantic) security
→ International organisations
→ International relations/domestic politics nexus

JAMES HOLLWAY

Assistant Professor of International Relations/Political Science
PhD, University of Oxford
→ Environment, environmental policies, law and economics
→ Governance, local and international
→ International organisations, UN

YI HUANG

Assistant Professor of International Economics
Pictet Chair in Finance and Development
PhD, London Business School
→ International macroeconomics and finance
→ Financial economics
→ Emerging markets
→ Chinese economy

MARC HUFTY

Professeur titulaire of Development Studies
 PhD, Graduate Institute of International Studies, University of Geneva
 → Political ecology
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Professeur titulaire of Anthropology and Sociology of Development
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 PhD, École nationale supérieure des sciences agronomiques appliquées
 → Exploitation and management of resources in dry regions
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Adjunct Professor, Interdisciplinary Master Programmes
 PhD, University of Konstanz
 → Global health
 → Health diplomacy
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Professor of International Law
 PhD, Graduate Institute of International Studies, University of Geneva
 → Territorial and maritime disputes
 → Arbitral and judicial settlement of international disputes
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MELANIE KOLBE

Assistant Professor of International Relations/Political Science
 PhD, University of Georgia
 → Immigrants, refugees, diasporas
 → Migration policies and law
 → Multiculturalism
 → Redistribution policies, social inequalities, poverty

KEITH KRAUSE

Professor of International Relations/Political Science
 DPhil, Oxford
 → Security studies
 → Peacebuilding
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NICO KRISCH

Professor of International Law
 PhD, University of Heidelberg
 → International law in international politics
 → Law of international organisations and global governance
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—L**ANNABELLE LITTOZ-MONNET**

Associate Professor of International Relations/Political Science
 PhD, University of Oxford
 → Governance of culture
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GIACOMO LUCIANI

Adjunct Professor, Interdisciplinary Master Programmes
 MA, Yale University
 → Global governance of energy
 → Political economy of the Middle East and North Africa
 → Economic development of resource-rich countries

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 → Nuclear proliferation
 → Treaty conflict and harmonisation
 → Postwar financial negotiations
 → Expertise and anticipatory knowledge

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Professor of Anthropology and Sociology of Development
 PhD, University of Paris 2
 → Urban environment
 → Urban citizenship
 → Urban cooperation

ALESSANDRO MONSUTTI

Associate Professor of Anthropology and Sociology of Development
 PhD, University of Neuchâtel
 → Migration and refugees
 → Transnationalism
 → Humanitarian action

RAHUL MUKHERJEE

Assistant Professor of International Economics
 PhD, University of Michigan
 → International macroeconomics
 → International finance
 → International long-term capital movements

—N**DAMIEN NEVEN**

Professor of International Economics
 PhD, University of Oxford
 → Competition economics and policy
 → Industrial organisation
 → Law and economics

VINH-KIM NGUYEN

Professor of Anthropology and Sociology of Development
 PhDs, University of Montréal and McGill University
 → Global health
 → Medical anthropology
 → Elimination of infectious diseases
 → Social theory

—O**MOHAMMAD MAHMOUD OULD MOHAMEDOU**

Adjunct Professor of International History
 PhD, City University of New York
 → Terrorism
 → State-building
 → Political transition

—P**UGO PANIZZA**

Professor of International Economics
Pictet Chair in Finance and Development
 PhD, Johns Hopkins University
 → Currencies and foreign exchange
 → Emerging countries
 → Finance, financial markets, international investment

JOOST PAUWELYN

Professor of International Law
 PhD, University of Neuchâtel
 → World Trade Organization
 → International trade and investment law
 → Public international law

ELISABETH PRÜGL

Professor of International Relations/Political Science
 PhD, The American University
 → Gender and international relations
 → International organisations/global governance
 → Women's labour, including in agriculture

—R**SHALINI RANDERIA**

Professor of Anthropology and Sociology of Development
 PhD, Free University of Berlin
 → Anthropology of globalisation
 → Governance (law, state, civil society)
 → Postcolonial studies

FENNEKE REYSOO

Senior Lecturer in Anthropology and Sociology of Development
 PhD, Radboud University
 → Gender, reproductive rights
 → Religion
 → Rural development
 → Qualitative methodology

AMALIA RIBI FORCLAZ

Assistant Professor of International History
 PhD, Lincoln College, University of Oxford
 → Agriculture, land and rural development
 → Civil society, social movements, trade unions, NGOs
 → International organisations, UN
 → Labour and employment

DAVIDE RODOGNO

Professor of International History
 PhD, Graduate Institute of International Studies, University of Geneva
 → History of humanitarianism and humanitarian interventions
 → History of international organisations (governmental and non-governmental)
 → Transnational movements and civil society

AIDAN RUSSELL

Assistant Professor of International History
 PhD, University of Oxford
 → Armed conflicts, violence
 → Boundary and territorial disputes
 → Immigrants, refugees, diasporas
 → Regional integration

—S**ANNE SAAB**

Assistant Professor of International Law
 PhD, London School of Economics
 → Agriculture, land and rural development
 → Climate, climate change, natural disasters
 → Human rights
 → International law (public, private)

ISABELLE SCHULTE-TENCKHOFF

Professor of Anthropology and Sociology of Development
 PhD, University of Lausanne
 → Rights of indigenous peoples and minorities
 → International organisations
 → Multiculturalism

THOMAS SCHULTZ

Professeur boursier FNS, International Law
 PhD, University of Geneva
 → Transnational law
 → International arbitration
 → Private international law

JEAN-MICHEL SERVET

Professor of Development Studies
 PhD, University of Lyon 2
 → Social economics
 → Finance and currency
 → Human development

SHAILA SESHIA GALVIN

Assistant Professor of Anthropology and Sociology of Development
 PhD, Yale University
 → Agriculture, land and rural development
 → Climate, climate change, natural disasters
 → Environment, environmental policies and law
 → Globalisation

TIMOTHY SWANSON

Professor of International
Economics
*André Hoffmann Chair in
Environmental Economics*
PhD, London School of Economics
→ Resource economics
→ Law and economics
→ Development economics

DAVID SYLVAN

Professor of International
Relations/ Political Science
PhD, Yale University
→ Military intervention and
intelligence agencies
→ Cities and urban affairs
→ Social theory and computer
models of networks and
communication

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JORDI TEJEL

Professeur boursier FNS,
International History
PhDs, University of Fribourg and
EHESS, Paris
→ Nationalism
→ Social mobilisation
→ State/society relations

CÉDRIC TILLE

Professor of International
Economics
PhD, Princeton University
→ Monetary policy and central
banks
→ Financial globalisation,
international capital flows
→ Exchange rates

—V

LORE VANDEWALLE

Assistant Professor of International
Economics
*Pictet Chair in Finance and
Development*
PhD, Centre for Research on the
Economics and Development,
Namur University
→ Development economics
→ Microfinance
→ Applied econometrics

CHRISTINE VERSCHUUR

Senior Lecturer in Anthropology
and Sociology of Development
PhD, University of Paris
→ Gender and development
→ Postcolonial feminist studies
→ Urban social movements/
migration and gender

MARTINA VIARENGO

Assistant Professor of International
Economics
PhD, London School of Economics
→ Development, cooperation and
aid policies
→ Gender, women and public
policies
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JORGE E. VIÑUALES

Adjunct Professor of International
Law
PhD, Sciences Po, Paris
→ International dispute settlement
→ Environmental and climate
change law and policy
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governance
→ Public international law

—W

CHARLES WYPLOSZ

Professor of International
Economics
PhD, Harvard University
→ Financial crises
→ Budgetary discipline
→ Regional monetary integration

—X

LANXIN XIANG

Professor of International History
and Politics
PhD, Paul Nitze School of Advanced
International Studies, Johns
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→ History of great power relations
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CP 136 – CH-1211 Genève 21
+41 22 908 57 00
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